









## OVERSEAS NEWS

## Karami seeks Syrian support

LEBANESE Prime Minister Rashid Karami said yesterday his Government was "defunct" and a great extent, and urged Syrian help to restore security in Beirut, the official Syrian news agency said. Reuter reports from Damascus.

Mr Karami is in Damascus for Syrian-mediated talks with Lebanese Shiite, Sunni and Druze leaders on ways to halt clashes between Muslim groups in west Beirut and to revive Christian-Muslim political dialogue, Syrian political sources said.

Sana said Mr Karami had preliminary talks today with Syrian President Hafez al-Assad and Prime Minister Abdel-Rauf al-Kasm.

**Rabin warns of cuts in military spending**  
Israel's economic crisis has forced unprecedented cuts in the country's military strength, Mr Yitzhak Rabin, Defence Minister said yesterday. Reuter reports from Tel Aviv.

"The fighting force of the army has never been reduced as much as I have had to do as Defence Minister during the past 10 months," Mr Rabin said.

"The regular forces will go down, the armoured forces will go down," he said in a speech to members of kibbutz collective settlements. According to the International Institute of Strategic Studies, Israel's armed forces total 141,000, with 800,000 reservists.

**Former Guinean Premier arrested**  
Guinean President Lansana Conte said yesterday that the former Prime Minister who led Thursday night's attempt to overthrow him, had been arrested and he vowed to avenge those who died, Reuter reports from Conakry.

The President said 18 people died in the coup attempt and 239 were wounded. Guinean authorities had said earlier that 15 were killed and 100 wounded.

**Tamil leaders in secret talks**  
Leaders of Sri Lanka's five major Tamil guerrilla groups left yesterday for secret, Indian-sponsored peace talks starting today in the tiny and remote Himalayan kingdom of Bhutan, Reuter reports from New Delhi.

The talks will bring together for the first time Tamil separatists fighting for an independent nation for the 2.5m minority and Colombo officials in talks aimed at solving the island's ethnic crisis.

**Sudan to ask Egypt to extradite Numeiri**  
Sudan will ask Egypt to extradite deposed President Jaafar Numeiri, but will try him in his absence if—as appears likely—

Cairo does not hand him over. Prime Minister al-Gazouli Dafaas Allah has said, Reuter reports from Khartoum.

The official Sudan news agency (Suna) quoted Premier Dafaas Allah as saying the extradition of Mr Numeiri, who he said had "committed many crimes and oppressed the Sudanese people for 16 years," was sought by popular consensus.

**Afrikaaner youth leader retains post**  
Ultra right-winger Mr Carel Boschoff this weekend barely survived an attempt to oust him as head of the ruling white Afrikaaners' important Voortrekker youth movement by a

member of the so-called Verligte (enlightened) group, Reuter reports from Stellenbosch.

Mr Boschoff, a former chairman of the secretive Broederbond body which has been the pillar of Afrikaaner domination since the Second World War, retained his post by only 23 votes.

## China outlines bans on spending

BY ROBERT THOMSON IN PEKING

GOVERNMENT purchases of motor-cycles, cars, sofas and carpets have been banned under administrative spending cuts announced by China's finance ministry, following a blowout in spending by both central and local governments.

The finance ministry has ruled that "no public money will go on leisure activities and unnecessary meetings," and the monetary allowance for meetings is to be cut by a third. The spending ban will apply for at least the second half of this year.

Over-spending on imports of foreign goods and fears of a lack of control over the financial system generally are thought to have prompted recent statements by Deng Xiaoping, the Chinese leader, that China's pragmatic economic reforms are an "experiment."

"Although China has been carrying out economic reforms for five years, we can only call it an experiment," Mr Deng explained.

A finance Ministry official said administrative spending has risen in recent months, despite a central government call for a 10 per cent reduction. Chinese leaders were alarmed that

## Mugabe set to use poll victory as mandate for change

BY MICHAEL HOLMAN

THE PROSPECT of a major constitutional confrontation between Zimbabwe's ruling Zanu-PF Party and the country's two leading minority parties came a step closer at the weekend when Mr Robert Mugabe, the Prime Minister, renewed his threat to abolish the 20 entrenched white parliamentary seats and said he would treat his massive general election victory as a mandate for a one party state.

Both Mr Joshua Nkomo's Zapu Party, which won 15 of the 79 contested black seats, and Mr Ian Smith's Conservative Alliance, reacted cautiously yesterday to Mr Mugabe's clearest indications to date of his intentions, made during a Press conference at his Harare home.

Officials of both parties are hoping that Mr Mugabe's comments represent the rhetoric of the bustings rather than a blueprint for constitutional change which would break the terms of the Lancaster House agreement drawn up under British chairmanship in 1980.

But in private senior members of both Zapu and Zanu believe that the Prime Minister's comments represent a watershed in his hitherto comparatively tolerant stance towards the opposition.



Minority party leaders Joshua Nkomo (left), Ian Smith and Abel Muzorewa find little comfort



Mr Mugabe, fresh from his election victory in which his party won 63 seats, appeared in a fighting mood when he spoke to reporters. The white bloc, Mr Mugabe said, "must go, and must go immediately. We cannot wait. If we cannot do it with the support of every body, we will make the amend-

ments with the support of those who want the amendment made." As to the prospect of a critical response from western governments, who provide the bulk of Zimbabwe's foreign aid, Mr Mugabe was uncompromising. If the west did not accept the change, he declared, "it can go hang."

election victory provided the mandate for such a move, nothing he said suggested that a one party state is imminent.

Membership of Zanu would first be open to all, he said, to pave the way for "when the time does come for a one party state." But in the meantime he served what sources close to Mr Nkomo interpret as a final warning to his long-time rival.

The gist of Mr Mugabe's message was that unless the activity of anti-Government dissidents in Mr Nkomo's stronghold of Matabeleland is halted, the authorities will renew a harsh military campaign to round up the rebels, many of whom are believed to be ex-members of Zapu's disbanded guerrilla army which fought in the war for independence.

Should the Government launch such an offensive, senior members of Zapu believe, it could well include the banning of Zapu. The most significant feature of the past election campaign was the near absence of dissident activity in Matabeleland in the run-up to the vote and during polling itself. In the view of many observers, the effective ceasefire confirms that the dissidents have an efficient chain of command—and Government argues that the

chain of command is ultimately answerable to Zapu itself. Even some of his old-time colleagues concede that Mr Nkomo has little option other than to negotiate with Mr Mugabe the terms of Zapu's demise.

The mood among the white community is jittery and apprehensive.

Mr Smith tried to anticipate the consequences of his victory which so angered Mr Mugabe with a placatory interview with the local news agency, assuring Government that he was prepared to co-operate and declaring his support for reconciliation. It has had little impact and the parliamentary life of most of the new intake of white MPs is likely to be short.

Most observers believe that Mr Mugabe, who has now whetted the appetite of his electorate for such a change, will press ahead with the abolition of the white seats. But he could well temper the action by introducing a provision which would allow him to nominate perhaps 10 MPs.

This almost certainly will not mollify Mr Smith, who would in all probability challenge the validity of the change in the Zimbabwe high courts.

## Canada to end S. African tax agreement

BY BERNARD SIMON IN TORONTO

CANADA is to cancel a double taxation agreement with South Africa and monitor the compliance of Canadian companies with a Government code of employment practice as part of a tougher policy towards Pretoria.

The measures fall short of some anti-apartheid groups' call for a comprehensive trade embargo and curbs on investment by Canadian companies in South Africa. Mr Joe Clark, External Affairs Minister, said at the weekend that such

measures had been rejected for the time being to avoid further hardship on South African blacks.

Further sanctions would be considered next year as part of a "step by step" carrot and stick approach, depending on the South African Government's progress in dismantling its race policies.

Although Canadian companies' compliance with the 1978 code of conduct remains voluntary, Mr Clark said that an "independent and impartial" administrator will monitor their

performance, reporting to parliament and releasing his findings to the public. An official will also be appointed to the Canadian Embassy in Pretoria specifically to cover labour affairs.

About 40 Canadian companies have substantial investments in South Africa. They include Alcan, Aluminum, Bata Shoes, Dominion Textile and the mining group Falconbridge. Only Alcan has filed annual reports on its compliance with the code of conduct. Bata has been widely criticised lately for em-

ployment practices at its plant in the Kwazulu tribal "homeland."

Canadian companies will be barred from selling "sensitive" equipment such as computers to the South African armed forces and police, the government said. Imports of uranium from Namibia, which South Africa administers in defiance of the United Nations, will be prohibited once an existing contract with the state-owned Canadian uranium company Eldorado Nuclear expires in 1988.

## Senate to begin debate on sanctions against Pretoria

U.S. PRESSURE on South Africa to end apartheid looks set to intensify this week as Congress moves closer to agreeing sanctions, Reuter reports from Washington.

The Republican-led Senate, in a debate starting today, is preparing legislation that would be a sharp rebuff to President Reagan's cautious approach to Pretoria's policies.

The House of Representatives recently passed a Bill for sanctions against South Africa by 265 votes to 127. House members approved economic

curbs last year, but Congress adjourned before Senate action and the measure died.

The House and Senate Bills would prohibit new U.S. bank loans to the South African Government, prevent sales of U.S. computers and technology that South African military or police could use, and stop U.S. nuclear technology exports.

Both Bills would also prevent U.S. companies making new investments or expanding their operations in South Africa and would prohibit imports of South African Krugerrand gold coins.

## Gujarat leadership change fails to stem violence

BY K. K. SHARMA IN NEW DELHI

VIOLENCE continued unabated in the main towns of Gujarat state, yesterday despite the appointment of a new chief minister by Prime Minister Rajiv Gandhi over the weekend.

More than 200 people have been killed in Gujarat since state-wide agitation against reservation of government jobs for backward classes began four months ago.

Hopes had been raised on Saturday that the agitation would cease after Mr Madhavsinh Solanki resigned as Chief Minister but the main organisations responsible for it have announced their intention to continue.

Mr Solanki's successor, Mr Amarsingh Chaudhury, yesterday held talks with Mr Gandhi on ways to check the violence. Since Mr Chaudhury is a lieutenant of Mr Solanki, it is unlikely that their opponents will be appeased merely by a leadership change.

Mr Gandhi, yesterday also held his first major news conference since taking power eight months

ago, and called for tough global action to deal with terrorism and said there was no way the Indian Government was going to "succumb to any pressure, whether terrorist or otherwise," he said.

He said he would hold talks with opposition parties on the controversial issue of reservations of jobs but made it "absolutely clear" that there would be no change in the policy of reservations that benefit the backward castes and tribes.

Mr Gandhi did not elaborate on steps to be taken to settle the Gujarat problem, which has been a serious source of embarrassment to him for most of his six months as Prime Minister. It was the job of the new Chief Minister to tackle the question.

Mr Gandhi was hopeful that normality could be restored in the troubled state of Punjab but made it clear that the Government would not succumb to terrorist pressure.

## Afghan friendship offer

BY MICHAEL HOLMAN

AFGHANISTAN has offered friendship to three neighbouring countries while warning of unspecified consequences if they continued to help guerrillas fight the Soviet-backed government, Reuter reports from Islamabad.

"We offer the hand of friendship to Iran, Pakistan and China," President Babrak Karmal told the politburo of the ruling People's Democratic Party of Afghanistan.

However, he also accused Pakistan of becoming "a tool in the hands of American imperialism" and warned it would

be responsible for the consequences if "violations and plots" were not stopped.

He said the Iranian Government was also training, arming and sending counter-revolutionaries into Afghanistan. He added: "The Chinese begomists also have a hand with them."

President Karmal accused all three of interfering in Afghanistan's internal affairs and advised them to take "usual steps in accordance with the wishes of their people and principles of peace, coexistence and good-neighbourliness."

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## WORLD TRADE NEWS

## Gatt talks begin amid doubts on trade in services

BY WILLIAM DUFFLANCE IN GENEVA

ANOTHER EFFORT to pave the way for a new round of international trade negotiations begins here today at the headquarters of the General Agreement on Tariffs and Trade (GATT) with doubts about the attitude of the developing countries still clouding the issue.

A Brazilian document spelling out conditions for the opening of talks about trade in services appears to have hardened the position taken by the developing countries at an informal meeting in Stockholm last month of trade and other ministers, at which a breakthrough was thought to have been achieved.

GATT officials are concerned that this development, coupled with the growing pressure on President Ronald Reagan from U.S. senators and congressmen to introduce protectionist measures, could delay or at worst jeopardise the negotiations.

The U.S.'s patience about the foot-dragging of some developing countries, principally Brazil and India, may be wearing thin, and the Reagan Administration could be tempted to implement previous hints that it would resort to negotiating bilateral trade deals.

GATT's consultative group of high-level government officials from 18 countries is scheduled to spend the next two days clearing the ground for the next meeting of the GATT council on July 17 and 18.

The council, it was hoped, could then decide to call a meeting of senior officials before the end of September to prepare for the start of the trade talks early next year, thereby fulfilling the hopes primarily of the U.S., but also of the EEC and Japan.

The chances of this timetable being kept, however, have weakened since the Stockholm meeting.

Mr Olavo Setubal, Brazil's Foreign Minister, tabled in Stockholm a formula under which negotiations about trade in services would be conducted separately from but parallel with the negotiations about trade in goods.

The U.S., which has been insisting against the opposition from developing countries, that the new round should embrace services, initially appeared to accept this twin-track compromise.

Since then, however, the Brazilian external relations ministry has circulated a "communication" laying down conditions to be agreed by the industrialised countries before talks on services could start.

There would be no parallelism or trade-offs between the two sets of negotiations, under these conditions. The services talks would be prepared by officials totally distinct from those preparing the talks on goods and the two negotiating processes would be completely independent of each other.

"A etain shruu eta onimnn Above all, the Brazilian paper insisted that GATT rules would not apply to the talks on services which would have to start from scratch.

Representatives of developing countries in Geneva recently suggested that the United Nations Conference on Trade and Development could offer a better forum than GATT for negotiations on services.

The suggestion would be completely acceptable to the U.S. Mr Arthur Dunkel, GATT's director-general, has held informal talks with heads of missions here over the past few days but has not succeeded in clarifying the situation before today's meeting.

## SHIPPING REPORT

## Grain rates set to decline further

By Andrew Fisher, Shipping Correspondent

SHIPBROKERS had no difficulty finding words to describe the sorry state of shipping markets last week. "A ghastly week for dry cargo owners," said Denholm Coates, while E. A. Gibson Shipbrokers wrote of "catastrophe" for those owning tankers.

Grain rates touched new lows and looked like falling even further, said Denholm. The rate from the U.S. Gulf to continental Europe was \$6.50 (\$4.90), a three-year low, against around \$8 last month, with that from the U.S. to Japan at \$12.35, less than last year.

Eggar Forrester, another London shipbroker, said in his monthly report there was more pessimism in the market than at any time in the 1980s. Like Denholm, it said too many ships were still being built. "It looks like a long haul before a better market can develop."

Tanker trading from the Gulf was minimal last week. Tanker operators await the outcome of the Opec talks to see if the market will be stabilised by accord on prices and quotas.

## Shipyard auction in Singapore raises £10m

AN AUCTION of machinery and equipment just completed at the Robin Shipyard in Singapore to buyers from 15 countries raised \$829m (£10m), our Shipping Correspondent writes. This made it the largest industrial auction held in south east Asia, said Henry Butcher, the British company which organised the sale.

The auction was part of the yard's rationalisation programme. The yard, part of the privately-owned Robin property and industrial group in Singapore is still in business but has no work now during the recession in offshore-related construction.

Butcher, who also handled the auctions of the Talbot car plant in Linwood, Scotland, in 1981 and of the De Lorean factory in Belfast last year, said the Robin sale comprised more than 3,000 lots.

## Qatar may pipe gas to Europe

BY MAGGIE FORD IN QATAR

THE GULF oil producing state of Qatar is considering an ambitious plan to build a pipeline to Europe in order to exploit its huge reserves of natural gas in the offshore North Field.

The project, estimated to cost at least \$10bn (£7.7bn), would provide a rival source of supply to the Soviet gas pipeline when European countries need extra gas from the end of the next decade.

The plan has the support of Turkey which would like to buy gas from Qatar and through which territory the pipeline would run. Mr Turgut Ozal, the Turkish Prime Minister, said

recently that the plan had been positively received by the U.S. and Saudi Arabia. He was confident of winning backing for the project. The U.S. is known to be concerned about any increase in European dependence on Soviet gas supplies.

The pipeline would follow a route from Qatar to the Saudi border, along the Gulf coastline to Kuwait, which is having difficulty producing sufficient gas for its industries, and then across Iraqi territory to Turkey. The extension to Europe would cross Greece and join up with the existing gas pipeline in Italy. Qatar's North Field contains proven reserves of 150 trillion

(million million) cu ft of gas and may contain as much as 300 trillion cu ft. The pipeline would be the second stage of a three-phase development plan under which Qatar would also produce gas for its own domestic needs and later liquefied natural gas for sale to overseas markets such as Japan.

Six international engineering groups have been short-listed to bid for the consultancy and project management of the development of the North Field. They are Bechtel, Fluor, Foster Wheeler and the M W Kellogg/Lummus Crest consortium, all of the U.S., the Anglo-American combination of Ralph M Parsons

and Worley Engineering, and Technip of France. Their proposals are expected within weeks and the Qatar General Petroleum Corporation hopes to go ahead with the first phase of the project within 18 months. This phase would produce 300m cu ft of gas per day (top) service local industrial needs with some gas left over for re-exportation to prolong the life of Qatar's other gasfield, the onshore Khuff.

The cost of development of the field is likely to be at least \$6bn apart from the pipeline and commitments with buyers and on price are necessary in advance.

## Kieran Cooke on Britain's bid for defence equipment sales Indonesia brings shopping list to UK



Habibie: influential

other enterprises under his command, including electronics, telecommunications, and the manufacture of energy equipment and weapons systems.

Dr Habibie has let it be known he is interested in four areas of British expertise: civil aircraft; British Aerospace (BAe) recently signed a contract for the sale of one of its 146 four-engine jets to Indonesia, to be used by President Suharto.

The 146 carried out a successful demonstration tour of Indonesia last year and further sales are thought likely. Indonesia is also interested in the new BAe advanced turbo-prop or ATP which is now in full production.

Fighters: The battle is on to win the contract for a new generation of fighter aircraft for the Indonesian air force. The

front runners, so far, are the General Dynamics F16 and the Northrop F20 Tigershark. General Benny Murdani, the powerful head of Indonesia's armed forces, is pressing hard for a number of the advanced, long-range F16s.

Dr Habibie, who has not always been eye to eye with General Murdani, is thought to favour the F20, which he regards as more cost effective.

But because of delivery delays and the enormous cost involved in the American fighters—the F16s, depending on modifications, can cost up to \$20m—it is felt that Indonesia will settle for a mix of supersonic and subsonic aircraft.

This is where BAe is hopeful of scoring with its new generation of Hawk 200 fighters. Missile systems: Dr Habibie will be looking at advanced missile systems, such as the Sea Eagle. Last year, BAe won an Indonesian contract for Rapier systems worth \$120m. Further sales of the Rapier are likely, though the Franco-German Roland system is competing strongly.

Tankers: The Indonesian army wants a substantial number of light tanks and Dr Habibie has had discussions with Alvis on collaborative ventures to manufacture the Scorpion. A figure in excess of 600 has been mentioned and Dr Habibie will be visiting Alvis during his UK visit.

He will also be looking at the operations of Vespene Thornycroft shipyards in Southampton. However, as many an executive will vouch

for, doing business with Indonesia is not easy. In the case of aerospace and military sales, several conditions have to be met.

These include satisfying the requirements of not only Dr Habibie, but also certain very influential parties in the Indonesian hierarchy and, of course, the armed forces.

Another crucial factor is how much British companies are willing to commit in terms of transfer of technology, or how willing they are for involvement in joint manufacturing.

One step in the right direction is a joint agreement on science and technology between Britain and Indonesia which is due to be signed by Mrs Thatcher and Dr Habibie.

But perhaps the most important factor will be how much financial support the British Government will offer in order to secure contracts.

Britain recently broke with tradition and pledged \$10m in soft loans to Indonesia as part of its contribution to the annual pledges of the Inter-governmental Aid Group on Indonesia (IGGI).

Earlier last week, Mr Paul Channon, the UK Trade Mission chief, said at the end of a visit to Jakarta that Britain was working on another substantial soft loan package for Indonesia.

Britain, however, is entering the fray rather late and other countries, particularly France and West Germany, have already offered substantial soft loan packages. In many cases, an executive will vouch

## World Economic Indicators

## FOREIGN EXCHANGE RESERVES (U.S.\$m)

	May 85	Apr. 85	Mar. 85	May 84
U.S.	7,158	7,049	7,041	6,430
UK	7,157	7,049	7,041	7,030
Japan	23,191	22,782	22,479	21,150
W. Germany	33,781	32,829	32,101	30,459
France	20,968	20,222	19,662	19,304
Italy	17,617	16,894	16,737	17,528
Belgium	4,136	3,983	3,774	3,774
Netherlands	7,522	7,404	7,371	8,580

Source: IMF

## Contracts &amp; Tenders

ANNOUNCEMENT  
COUNCIL FOR  
DEVELOPMENT AND  
RECONSTRUCTION  
BEIRUT — LEBANON

The Council for Development and Reconstruction is calling for a restricted tender for the project:

"Provision, installation and commissioning of a fully automatic, computer-based telegraph message relay system."

Starting June 3, 1985, interested firms may obtain tender documents and specifications at the following address:

Council for Development and Reconstruction  
Rayess St. Rayess Bldg.—Baabda  
P.O. Box: 116/5351  
Telex: 42490 Cdr Le  
Telephone:  
420695 — 420926 — 421045 — 421490/1

BEIRUT LEBANON

BID DUE DATE IS JULY 12th 1985 AT 12 HOURS

A firm, specific proposal for financing over a period of at least ten years should be submitted along with the bid.

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PULP AND PAPER MILLS  
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GENERAL PROCUREMENT NOTICE  
FOR REHABILITATION PROJECT

Türkiye Selüloz ve Kağıt Fabrikaları Genel Müdürlüğü (SEKA), the state Economic Enterprise for pulp and paper in Turkey is undertaking a rehabilitation project in several of its pulp and paper mills. The work will include: the rebuild of a newsprint machine and a board machine, involving major revisions and replacement of machine sections; installation of wood handling and preparation equipment; installation of additional stone groundwood capacity and groundwood screening equipment; installation of a new Power Boiler; replacement of raw material handling equipment in a bleached straw and reed pulp mill; and, purchase of spare parts and implementation of some small energy-saving projects for some of the Company's mills. The majority of the machinery and equipment is to be procured under international competitive bidding. Qualified firms who have previously supplied such machinery and equipment to the pulp and paper industry and are interested in being invited to bid on all or part of the equipment and machinery supply for this project should submit the following information:

- i Description and capacity of their manufacturing facilities.
- ii Description of similar supply including country of destination over the past 5 years.
- iii Services available in Turkey for maintenance and spare parts.
- iv Statement of financial position with Bankers reference. SEKA reserves the right to verify all statements and is not obligated to invite any supplier to bid or to justify its choice.

Interested firms should submit the required information not later than 17.00 hours on December 31, 1985 to the address below:

SEKA GENEL MÜDÜRLÜĞÜ  
Yatırımlar Dairesi Başkanlığı  
Ref: Rehabilitation Project  
İZMİR - TURKEY

## ETHIOPIA

INTERNATIONAL TENDER FOR THE PURCHASE  
OF ROAD CONSTRUCTION AND MAINTENANCE  
EQUIPMENT

INVITATION NO. T-11/77

The Provisional Military Government of Socialist Ethiopia, Ethiopian Transport Construction Authority announces the release of an international tender for the purchase of Road Construction and Maintenance Equipment.

A loan is available from the African Development Fund (A.D.F.) and interested bidders from member countries and participant states of the A.D.F. are requested to collect bid documents and specifications during office hours from the Procurement Office, Room 108, of the Ethiopian Transport Construction Authority against payment of Birr 20.00 for each set of documents.

Bids will be opened in public in the Conference Room, 4th floor of the Ethiopian Transport Construction Authority headquarters building on August 22, 1985, at 10.00 hours Addis Ababa time.

The Authority reserves the right to reject any or all bids that are not in conformity with all conditions and specifications mentioned in the tender.

ETHIOPIAN TRANSPORT CONSTRUCTION AUTHORITY  
June 7, 1985

## Company Notices

BIAO  
AFRIBANK

Messrs. Antoine d'ARAGON, Managing Director and Alain LAYELLE, Director of Subsidiaries and Participations, of the BIAO-AFRIBANK Group, have signed in CONAKRY (Guinea), on 18 June 1985, the convention establishing the BANQUE INTERNATIONALE POUR L'AFRIQUE EN GUINEE (S.I.A.G.). The Guinean Government was represented by Mr Jean TRAORE, Minister of State in charge of Planning and Natural Resources, as well as by Mr. Sory DOUMBOUYA, Economy and Finance Minister.

S.I.A.G. will have an initial capital of F10m, of which 51% held by the Guinean Government and 49% by BIAO and other international partners.

BIAO is thus completing its network of subsidiaries and participations in Africa.

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every THURSDAY

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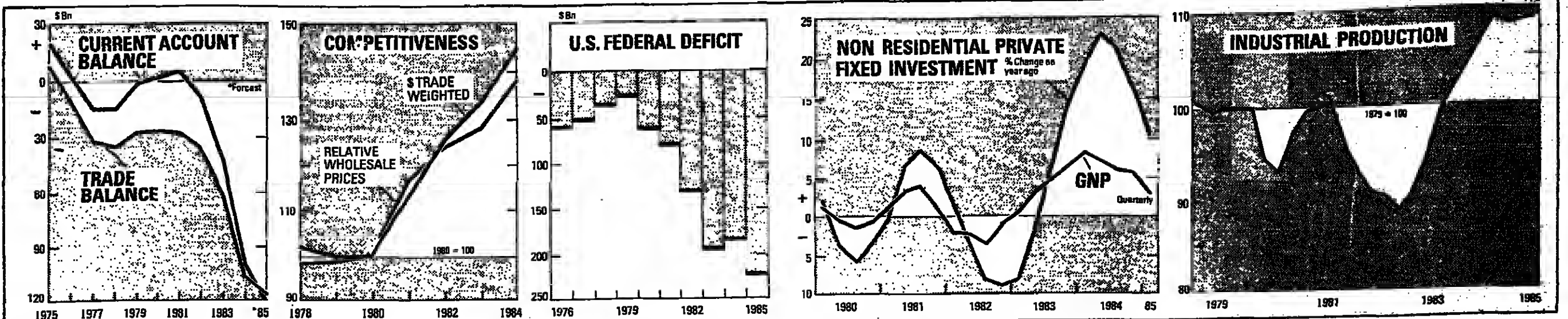


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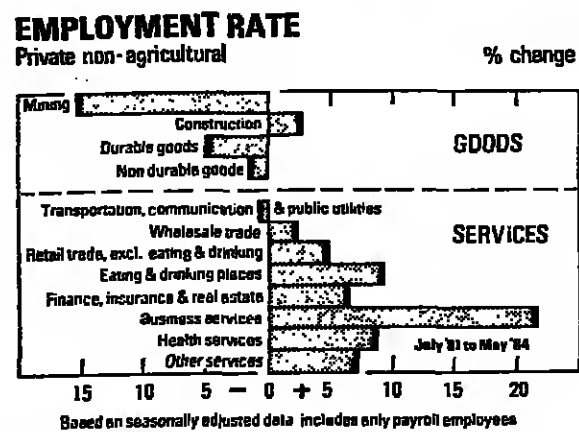
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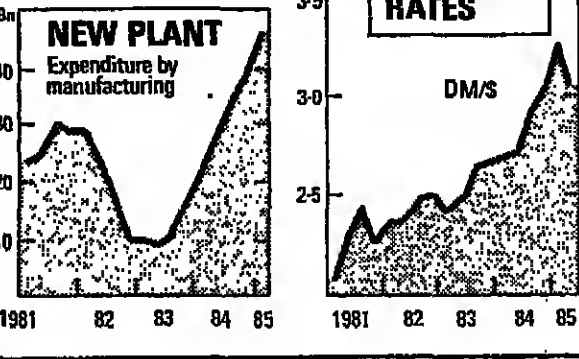
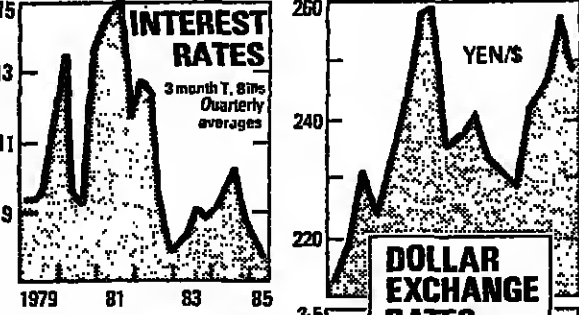
## STATISTICAL TRENDS : U.S.



## Coming to terms with slower rates of growth



Based on seasonally adjusted data includes only payroll employees



AFTER spectacular growth in 1983 and 1984 when real gross national product (GNP) rose by 11 per cent, the U.S. economy has settled down to a lower rate of growth closer to that of European countries. Attention is focused on the budget deficit and on the widening trade deficit both of which pose a threat to the continued expansion of the U.S. economy.

The main features of the current recovery have been particularly strong fixed investment in business and growth in consumption. Unemployment has fallen and at just over 7 per cent is now 3 percentage points below the EEC average. Interest rates, though high in real terms, have fallen considerably in nominal terms from the peak rate of around 15 per cent in 1981/82.

The dollar continued to strengthen during the recovery, raising the effective exchange rate to 40 per cent above its 1980 level, thus increasing the competitive pressures on U.S. industry. Corporate profits, having increased sharply in 1983/84, have gradually declined over the past nine months and are forecast to decline further.

ment increased by 600,000 and public sector jobs by 100,000. The service sector overall now accounts for nearly half of GNP and nearly two-thirds of jobs.

The growing deficit on the current account—over \$100bn in 1984—mirrors the trade balance, as the balance on invisibles moves slightly into deficit.

The considerable growth in imports—up by \$70bn in 1984—is in part due to the high dollar but also reflects the surge in domestic demand in the U.S. compared with the other major industrialised countries which presented the more sluggish economies with an export market. U.S. exports rose in 1984 by \$17bn, after several years of decline, but

are still below the 1980 level. To reduce the trade deficit, other than through protectionist measures, requires either a slowdown in import growth and/or an increase in exports.

Even though the economy is growing slower, domestic demand is still set to grow faster than in Europe from such as motor vehicles lost market shares to imports in the 1970s and 1980s, whereas other industries such as computers

and semiconductors maintained their market position until the last two years.

The growing current account deficit, causing the U.S. external debt to rise by over \$100bn a year, will result in the U.S. becoming a net debtor nation by the end of 1985.

U.S. debt to GDP ratio is lower than most European countries but is very high as a proportion of exports, and the pace of debt growth is greater for the U.S. than it was in Europe during the 1980-83 period when Europe was running a current account deficit.

Although the widening trade deficit and the external debt position put pressure on the U.S. dollar, some economists consider that the continuing high level of the Federal deficit—\$225bn in 1985—could prevent the dollar falling sufficiently to offset substantially the competitive position of U.S. industry and thus improve the export position.

1982 and 1984. The principal increase in overall imports has been in machinery and transport equipment, accounting for 55 per cent. An analysis by stock brokers Phillips and Drew of import penetration over the period 1972 to 1984 shows that certain industries such as motor vehicles lost market shares to imports in the 1970s and 1980s, whereas other industries such as computers

and semiconductors maintained their market position until the last two years.

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CURRENT ACCOUNTS			
	U.S.	JAPAN	EEC
1975	-15	4	4
1976	-15	11	3
1977	-15	11	3
1978	-15	11	3
1979	-15	11	3
1980	-15	11	3
1981	-15	11	3
1982	-15	11	3
1983	-15	11	3
1984	-15	11	3
1985*	-15	11	3

\* Forecast Source: O.E.C.D.

CAPITAL ACCOUNT			
	U.S.	JAPAN	EEC
1975	-15	4	4
1976	-15	11	3
1977	-15	11	3
1978	-15	11	3
1979	-15	11	3
1980	-15	11	3
1981	-15	11	3
1982	-15	11	3
1983	-15	11	3
1984	-15	11	3
1985*	-15	11	3

\* Forecast Source: O.E.C.D.

IMPORTS/NEW SUPPLY RATIO			
	1975	1976	1977
STEEL	9.8	8.8	10.8
MACHINE TOOLS	5.8	10.8	16.3
FARM MACHINERY	2.8	6.8	13.0
COMPUTERS	2.8	4.8	5.2
MOTOR VEHICLES	7.8	6.3	20.1

Source: Phillips and Drew

RECOVERIES COMPARED			
	TOTAL	CONSUMPTION	FIXED INVESTMENT
1975	8.0	3.3	1.8
1976	8.0	3.3	1.8
1977	8.0	3.3	1.8
1978	8.0	3.3	1.8
1979	8.0	3.3	1.8
1980	8.0	3.3	1.8
1981	8.0	3.3	1.8
1982	8.0	3.3	1.8
1983	8.0	3.3	1.8
1984	8.0	3.3	1.8
1985*	8.0	3.3	1.8

\* Forecast Source: O.E.C.D.

INFLATION (Consumer Prices)			
	U.S.	JAPAN	EEC
1975	5.8	5.8	4.8
1976	5.8	5.8	4.8
1977	5.8	5.8	4.8
1978	5.8	5.8	4.8
1979	5.8	5.8	4.8
1980	5.8	5.8	4.8
1981	5.8	5.8	4.8
1982	5.8	5.8	4.8
1983	5.8	5.8	4.8
1984	5.8	5.8	4.8
1985*	5.8	5.8	4.8

\* Forecast Source: O.E.C.D.

DEMAND, OUTPUT AND PRICES			
	U.S.	JAPAN	EEC
1975	5.8	5.8	4.8
1976	5.8	5.8	4.8
1977	5.8	5.8	4.8
1978	5.8	5.8	4.8
1979	5.8	5.8	4.8
1980	5.8	5.8	4.8
1981	5.8	5.8	4.8
1982	5.8	5.8	4.8
1983	5.8	5.8	4.8
1984	5.8	5.8	4.8
1985*	5.8	5.8	4.8

\* Forecast Source: O.E.C.D.

UNEMPLOYMENT RATES			
	U.S.	JAPAN	EEC
1975	5.8	5.8	4.8
1976	5.8	5.8	4.8
1977	5.8	5.8	4.8
1978	5.8	5.8	4.8
1979	5.8	5.8	4.8
1980	5.8	5.8	4.8
1981	5.8	5.8	4.8
1982	5.8	5.8	4.8
1983	5.8	5.8	4.8
1984	5.8	5.8	4.8
1985*	5.8	5.8	4.8

\* Forecast Source: O.E.C.D.

TRADE			
	U.S.	JAPAN	EEC
1975	5.8	5.8	4.8
1976	5.8	5.8	4.8
1977	5.8	5.8	4.8
1978	5.8	5.8	4.8
1979	5.8	5.8	4.8
1980	5.8	5.8	4.8
1981	5.8	5.8	4.8
1982	5.8	5.8	4.8
1983	5.8	5.8	4.8
1984	5.8	5.8	4.8
1985*	5.8	5.8	4.8

\* Forecast Source: O.E.C.D.

U.S. AND FOREIGN DEBT			
	U.S.	JAPAN	EEC
1975	5.8	5.8	4.8
1976	5.8	5.8	4.8
1977	5.8	5.8	4.8
1978	5.8	5.8	4.8
1979	5.8	5.8	4.8
1980	5.8	5.8	4.8
1981	5.8	5.8	4.8
1982	5.8	5.8	4.8
1983	5.8	5.8	4.8
1984	5.8	5.8	4.8
1985*	5.8	5.8	4.8

\* Forecast Source: O.E.C.D.

CORPORATE EARNINGS GROWTH			
	U.S.	JAPAN	EEC
1975	5.8	5.8	4.8
1976	5.8	5.8	4.8
1977	5.8	5.8	4.8
1978	5.8	5.8	4.8
1979	5.8	5.8	4.8
1980	5.8	5.8	4.8
1981	5.8	5.8	4.8
1982	5.8	5.8	4.8
1983	5.8	5.8	4.8
1984	5.8	5.8	4.8
1985*	5.8	5.8	4.8

\* Forecast Source: O.E.C.D.

SERVICE SECTOR			
	U.S.	JAPAN	EEC
1975	5.8	5.8	4.8
1976	5.8	5.8	4.8
1977	5.8	5.8	4.8
1978	5.8	5.8	4.8
1979	5.8	5.8	4.8
1980	5.8	5.8	4.8
1981	5.8	5.8	4.8
1982	5.8	5.8	4.8
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\* Forecast Source: O.E.C.D.

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1983	5.8	5.8	4.8
1984	5.8	5.8	4.8
1985*	5.8	5.8	4.8

\* Forecast Source: O.E.C.D.



After all Docklands is the natural extension to the City. Rent is cheaper, no rates to pay until 1992; there's an up-to-the-minute cable communications system, spacious offices, no traffic jams, a sports arena,

Courtauld's resistance to last year's downturn in the fibre cycle—the first real test of its reinforced and slatted down structure—has come remarkably close to bearing all the stress without showing signs of wear. Though operating profits for the year advanced by a modest 5 per cent to £13m in the year to March, the time when they were at their lowest, the company is now being asked to pay a dividend of £1m, a level not reached since 1974. The price of the share has moved.

Though it is still necessary for Courtauld to cut capacity in its formerly crucial product group, cellulose fibres, the endgame stage of this process has just about arrived. Despite all the political opposition to the planned closures in Wales, the market is probably relieved that Courtauld did not throw away its shears after the rights issue. And the ability to absorb associated write-offs—amounting to about £30m in these figures—can now be seen as one of the freedoms that the new equity was meant to provide.

Tekel, the state tobacco and liquor monopoly that, because a major U.S. acquisition appears to have receded as the group has begun to find more ways of using its cash internally. Capital spending last year was well over twice the depreciation charge, and Courtauld's confidence to reinvest within its existing business portfolio can be gauged by its willingness to tolerate a cash outflow of £30m or so. With

misleading though the interest on loan capital will rise, the capital will either replace whole-sale deposits costing only marginally less or will be put on deposit itself, bringing in a stream of income almost large enough to wash its face. But this assumes that the banks do not gear up at all, and though they will not, presumably, lend up to the limit on their new capital, there must be some temptation to earn just that little bit more than they would in the interbank market.

And here Quiller is right in bemoaning the low standards of profitability. While Sweden can borrow \$500m of 20-year money at 0.0625 per cent under Libid—the banks' marginal cost of funds—there can be little left for the lenders. That is if the Bank of England does not stop them lending by raising before opening time. Demand was also heavy among expatriate Turkish workers.

As a result, the entire issue of TL 40bn certificates was sold out within two days. They are first Bosphorus bridge.

There is nothing so interesting in the UK brewing world today as the scamp for market share in lager—a liquid to which miraculous commercial powers are ascribed. Yesterday saw Boddingtons paying a mere 26 times expected earnings for the opportunity to brew lager in the north-west, while, in another part of the market, Allied-Lyons' share price pierced the £2 level on the evidence of a better performance.

The market was sceptical enough to see Boddingtons' price by 6p, to 73p, which at least had the virtue of keeping the agreed offer below Higsons' net asset value. Even that price seems to discount all the advantages of improving capacity use by splitting ale and lager between the two breweries. There may be benefits in doing up pubs on Merseyside but Higsons did not think so.

ment and the reorganisation of its brewing is soon well on its way to obtaining a full Stock Exchange listing is perhaps not as onerous—or quite as revealing—as investors might think. The principle is apparently that the profits which figure in the prospectus record should be all and only those strictly earned by the assets being offered for sale. Thus it is easy, and perfectly legitimate, to show a smoothly rising progression if only you sell off enough of your loss-makers before the prospectus is drawn up.



THE CITY SQUARE-MILE NOW

surrounded UK banks' issues of perpetual floating rate notes to boost their capital ratios, the few notes of caution have mainly been aimed at the investors who bought the paper. Now analysts at Quiller Goodson are suggesting that the notes are not even unmitigated 200 men in the South Yorkshire area would like to be transferred to moderate pits.

The Manners management, he said, had insisted there would be new capital, the argument runs, their margins will be squeezed even more, the loans they make will be of poorer quality and city use by splitting ale and lager between the two breweries. There may be benefits in doing up pubs on Merseyside but Higsons did not think so.



## THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

AS FAR as the Japanese government is concerned, BMW, the German car company, is the best thing to happen to Japan in a long time. "Successful foreign firms: a look at those who have played the game and won," reads the headline on a glossy handout about BMW in Japan.

But at BMW Japan's headquarters in Tokyo, one gets a different impression. "We are talking here about peanuts," says Luder Payson, managing director of BMW Japan. "We are not a showcase, at least not yet."

Between the Japanese hype and the German pessimism lies a story worth examining. BMW Japan has made remarkable progress in Japan to date. Even so, it has barely scratched the surface of Japan's \$15bn domestic car market (3,085,000 cars in 1984), the second largest in the world. So how has BMW got as far as it has and how much further can it go?

First, take a look at BMW in Japan versus its foreign competition. According to figures compiled last month by the Japan Automobile Importers Association, General Motors sold 23 Cadillac in Japan during April, Chrysler sold five cars, Jaguar of the UK managed 39 sales, Italy's Ferrari sold eight, while Volvo of Sweden unloaded 118 cars. (The Japanese bought nearly 240,000 passenger cars in April, in total.)

BMW, on the other hand, hardly swept these other competitors with sales of nearly 1,100 cars in April. Only three other automakers figure on the Japanese scene and they are Mercedes-Benz, Audi and Volkswagen. VW, in fact, will probably outsell BMW this year, but its sales will be down on its 1980 level of 14,000. BMW has jumped from just over 3,000 cars in 1980 to an estimated 11,000 this year.

The architect of this striking, if still very modest, success is Luder Payson, an apple-cheeked 45-year-old who was born in Flensburg, West Germany and holds a degree from Hamburg University in economics. Unlike his counterparts in Japan's auto industry, Payson had no experience of BMW or motor cars before joining the company in 1981 in Tokyo. Instead, he brought with him seven years of experience as a specialist on setting up business in Japan.

As soon as Payson arrived, BMW stopped selling through a local importer and set up its own sales subsidiary. "If you really want to approach a market on a long-term basis, you can't rely on a local importer. He has a short-term profit orientation and doesn't have the financial strength to take a long-term view," says Payson.



Yoji Hamawaki (left) and Luder Payson, chairman and managing director of BMW Japan

## BMW's Japanese driving lesson

Tokyo thinks the German car group is a winner. Carla Rapoport reports

### CARS IMPORTED TO JAPAN (ON A REGISTRATION BASIS)

	1980	1981	1982	1983	1984	1985 (est)*
Registration						
BMW	3,197	7.1	3,462	5,293	6,298	8,854
Mercedes-Benz	1,887	2.7	2,320	5,751	7,488	9,900
VW	14,002	31.2	12,047	11,792	10,238	12,000
Audi	3,883	8.5	3,743	3,283	3,563	5,372
Porsche	855	1.9	611	540	535	518
Other European	8,121	18.1	5,485	5,274	5,969	7,130
U.S. cars	11,016	24.6	7,742	5,562	2,445	2,382
Total imports	44,871	100.0	39,110	35,516	35,286	41,982
* Industry estimates						

Source: BMW Japan

To Payson's competitors, this means BMW is losing money in Japan. Payson says this is not true. Still, he admits BMW Japan has the highest expenses of all BMW's subsidiaries, adding, "our idea is not profits, but the long-term view." He insists that the subsidiary has been in the black for two or three years, but declines to produce any figures.

"We definitely have the right product. Japan is changing. People are breaking out of their homogeneity, they want to be different, and project this difference. Our car is suitable for that," he says.

Could an American car fit in this niche just as well? "American companies see the long-term as one to two years. We see it as 10 years. Also, I think the U.S. has changed its attitude toward the market; the Americans have given up here."

After listening to Payson's

traumas to date, however, one could almost forgive the Americans if they had decided to desert. From two branches and 30 dealer outlets in 1981, BMW now has five branches and 60 dealer outlets. Still, he is hampered by a chronic shortage of suitable dealers and trained managers. "Our problem is not demand, but personnel and distribution," he says.

The problem is two-fold in personnel. Good Japanese managers don't want to join a foreign firm for fear that the group might not be around in 20 years; very few executives like to switch jobs in Japan.

Second, top managers from a large Japanese automaker are not always useful to BMW because most tend not to be decision-makers or achievers as individuals. "We have a small organisation here, so we can't rely on a group-oriented

decision making process," says Payson.

As part of a long-term management development plan, BMW is now recruiting 10 graduates a year and sending them to Munich for training, but it is a lengthy process.

In distribution, the problems are more acute. Dealers in Japan are contracted to individual automakers. A marketing director of Tokyo Nissan, one of Nissan's largest dealers, admitted recently that he would like to be able to sell foreign cars, but his is a public company and 25 per cent of the shares are owned by Nissan. As it is, Tokyo Nissan cannot even sell used cars from another Japanese automaker.

BMW, as a result, has had to make dealers from scratch. One of its most successful was started by a Japanese businessman who was importing German furniture and wanted

to expand. "Still, we had to train him; this is very time-consuming and expensive," says Payson.

At the same time, Payson had a host of other business problems to tackle, some internal, some external. On the internal side, Payson revamped the group's pricing structure. "Our previous importer went for high profit, low volume. When we started three years ago, we dropped the price by 10 per cent. Over the past three years, BMW's 5-series prices went down by 11 per cent while the prices of Japanese cars went up."

Still, BMW's 518 is twice the price of a Toyota Saori, a comparable luxury car. To counter this difference, BMW has set up its own consumer loan programme, which charges a purchaser a 9.5 per cent interest, against a 15 to 18 per cent interest charge from the competition.

On the external side, BMW has to cope with a difficult parallel importing situation. Japan has a "10-at-a-time" rule, which allows anyone to import foreign goods without any inspection, as long as they are just bringing in 10 at a time. In BMW's case, these small importers bring in EEC BMWs which have not been built to conform with Japan's strict emission laws. Surprisingly, they are sold at higher prices than BMW sells in Japan.

"This is not price competition, but product competition," says Payson. He says he has been talking to Government officials about it for three years. In the meantime, he says that these parallel importers now account for about a quarter of BMW's sales in Japan.

"I believe we can make it in this market and we will do ourselves," says Payson. "We are not asking for special favours but a fair break. There are non-tariff barriers, sure. Some are invisible tariffs, cultural things, like the distribution system. These are things you can overcome. It is the visible ones, like parallel importers and special regulations, which are discrimination against foreign products."

"Sometimes I have my doubts about how successful we are. We have 0.25 per cent of the market, total imports account for less than 1.2 per cent of the market. I wouldn't say we were successful until we have 20 per cent of the imported car market. In Germany, imports are about 20 to 25 per cent of the market. In England, Japan has about 12 per cent of the market."

When BMW achieves its modest goals, perhaps it will then be the showcase Japan thinks it is.

### Consumer electronics

## In Japan's footsteps

Terry Dodsworth on the move of Korea's Samsung into the U.S.

U.S. INDUSTRY is gradually waking up to the fact that the invasion of manufacturing companies from the Far East does not only involve the Japanese. The South Koreans and the Taiwanese are also looking at the vast American market and deciding that they need to be producing in it to make their presence felt in the world.

"The U.S. market place today is a very visible one for any manufacturer," says William Delaney, vice-president of sales and marketing at Samsung Electronics America.

Samsung is among the vanguard of the new wave of Far Eastern investors, a year or so behind Goldstar, also of South Korea, and Sampo of Taiwan, all electronics manufacturers. The consumer electronics divisions of the group has just invested \$35m in a television and microwave oven plant situated about 50 miles from New York in a quiet, rural New Jersey setting. The 340-employee plant is already churning out sets at the rate of around 400,000 a year, and is aiming to hit 500,000 next year with 400,000 microwave ovens.

For a company as little known as Samsung in the U.S., the investment represents a sizeable gamble. It is moving into an overcrowded market characterised by ruthless competition between the U.S. producers and their burgeoning Japanese rivals. According to industry figures, there were 30 different television brands fighting it out in American stores last year, and none of them had a larger market share than the 18 per cent held by RCA.

Unlike many of the earlier generation of invaders from Japan, Samsung has also plunged in before it has built a substantial market base. Outside the industry, its name is barely recognised — the bulk of its sales up to now have been in the name of large department stores such as Sears of J. C. Penney, not under its own brand; and it is launching into the U.S. at a time when competitors can be expected to fight back even more fiercely because of a dip in sales in the first six months of this year, when volume fell by about 6 per cent.

Samsung, bustling with the vitality of a very young company, is not seen in the least overawed by the potential prob-

lems. It has a clear, long-term strategy, and it is now setting about applying it. The approach is very simple in outline — it will, it says, more or less copy the Japanese.

"The Korean people think Japanese businesses are very successful, so we are imitating them," says Yong-Suk Lee, president of the U.S. group.

Stage one of this process was to establish a toe-hold in the U.S. and develop a visible market share. It set up a sales office to liaise with its U.S. customers in 1978 and began to carve out its own little niche at the bottom of the market, selling on the basis of price. Indeed, Samsung's colour television prices were so low last year that it was hit by an anti-dumping suit and for several months suffered a massive 52 per cent tariff imposed by the U.S. Commerce Department.

Samsung also borrowed from the Japanese the idea of targeting particular market — or what American academics call the creation of comparative advantage. To some degree, the South Koreans have in this respect gone even further than the Japanese, who have usually relied on the base of a large volume in their domestic market to develop their products.

### Credibility

When it came to colour television, for example, Samsung forged ahead with manufacturing in South Korea even though it could not sell a single set in its home market, since there was no colour television network at the time.

The company is now moving into the second stage of its U.S. strategy as it sets up a manufacturing plant and a distribution system which it believes will help to establish its credibility and broaden its appeal.

"The decision to build a plant gives a very strong statement to U.S. customers that we are here to stay," says Delaney. "We are here to manufacture, distribute and service the product — and service to the after-market is very important in the U.S."

The aim of impressing its presence on customers and the general public partly explains the decision to choose New Jersey as a manufacturing base. Although the western reaches of the state are by no means part of the north eastern indus-

trial badlands, some of it is strongly unionised, and it certainly has higher wage rates than the less developed south, where many of the Japanese have gone with their initial investments.

New Jersey, however, is right on the doorstep of New York, the biggest consumer electronics market in the U.S., and therefore, says Delaney, an ideal location to support the specialised national dealer network he is putting together. In addition to the manufacturing facility, the group is putting more money into a new warehouse and computerised distribution centre much closer to the city. In the industrial belt just across the George Washington bridge,

"We came to New Jersey because strategically this is the market place where you can reach the consumer the most quickly," says Delaney.

The attempts to achieve more visibility through local manufacturing is also being linked to an effort to upgrade the image of the Samsung products.

Low prices may be an effective way of breaking into a market, but they do not build customer brand loyalty, and in Samsung's case, selling at least half its products in the names of the big retail chains, have not satisfactorily created the image it wants. The answer to this dilemma, says Delaney, is to establish the company's name as a high quality producer — exactly the tactics that the Japanese companies have applied in the U.S. as they have steadily moved their products up-market.

The emphasis on quality is evident on the production lines, where Donald Harvey, the plant manager who has previously worked for both Yamaha, the Japanese motorcycles group, and Sampo, emphasises the sort of participative management methods which are almost standard in Japanese companies. Sets are intensively checked before they move out of the building, employees work on a free-flow conveyor belt system which allows them to proceed at their own pace, and there are regular communications sessions. This process is helped by an odd demographic factor in the area: about 14 per cent of the workforce is South Korean-American.

LAST MONTH, eight foreign merchant banks and consultants sent representatives to Turkey to come up with ideas that might win them the contracts to advise the Government on ways to privatise more than 30 state concerns, many of them cumbersome State Economic Enterprises (SEEs).

Syrian concerns about the possibility of fading spending to other parts of Lebanon was indicated by the long meeting in Damascus on Monday between President Hafez al Assad and Mr Husafha Saad.

The list is something of a mixed bag. But if the hiving off of Turkish Airlines and other government concerns were to have anything like the success of revenue sharing schemes in the Bosphorus Bridge and the Keban hydro-electric dam, Mr Turgut Ozal's team would have every reason to be pleased.

Income-sharing certificates in the 10-year-old Bosphorus Bridge sold out within an hour of going on sale last December, netting about TL 10bn (£16m). With certificates offering investors a return of 18 per cent over three years or 16 per cent over five, the issue was vastly oversubscribed.

The bridge brings in revenue of about TL 12bn a year. Thirty per cent of this profit is to be distributed to the bond holders. The sale of certificates in the Keban dam on the Euphrates in January caused only marginally less excitement.

Queues formed outside the branches of the Bankasi in Ankara, Istanbul and Izmir last

It appears that the Government's intention of dragging financial resources out from "under the mattress" has worked splendidly.

A similar revenue sharing scheme is planned for the \$2bn Ataturk dam, also on the Euphrates. When completed — hopefully by 1990 — the dam should have six 300 Mw power units. More importantly, it will also irrigate the arid Urfa plain in the south-east of the country and is predicted to double agricultural production.

The project is the sort of stuff Turkish dreams are made of and there should be no shortage of smallholders.

Regional brewers, such as Boddingtons, have now convinced themselves that they will be trampled to nothing by the titanic struggles of Allied, Bass and Whitbread — all of whom are churning out 40 per cent of their production in the form of after years in which it reported losses, charges too little for air fares inside the country and its internal routes need substantial reorganisation.

According to Dr Namik Kemal Kilic, the director of Turkey's Foreign Investment Department, THY will probably try to link up with one of the European airlines to experts an initial study to Lazard Freres now how best to rationalise the company's operations and the various sales options to be completed by the end of next month.

Shares in the company could be sold to the public in much the same way that British Tele-

build their own factories and to go into competition with the state monopoly for the crops of the 65,000 small farmers producing tea on the Black Sea coast. Foreign companies have also shown a great deal of interest in Turkey's tea industry.

Producer prices for tea are at present about TL 100 a kilo. The Tea Board sells the better quality varieties for TL 2500 a kilo. The scope for competition is thus enormous.

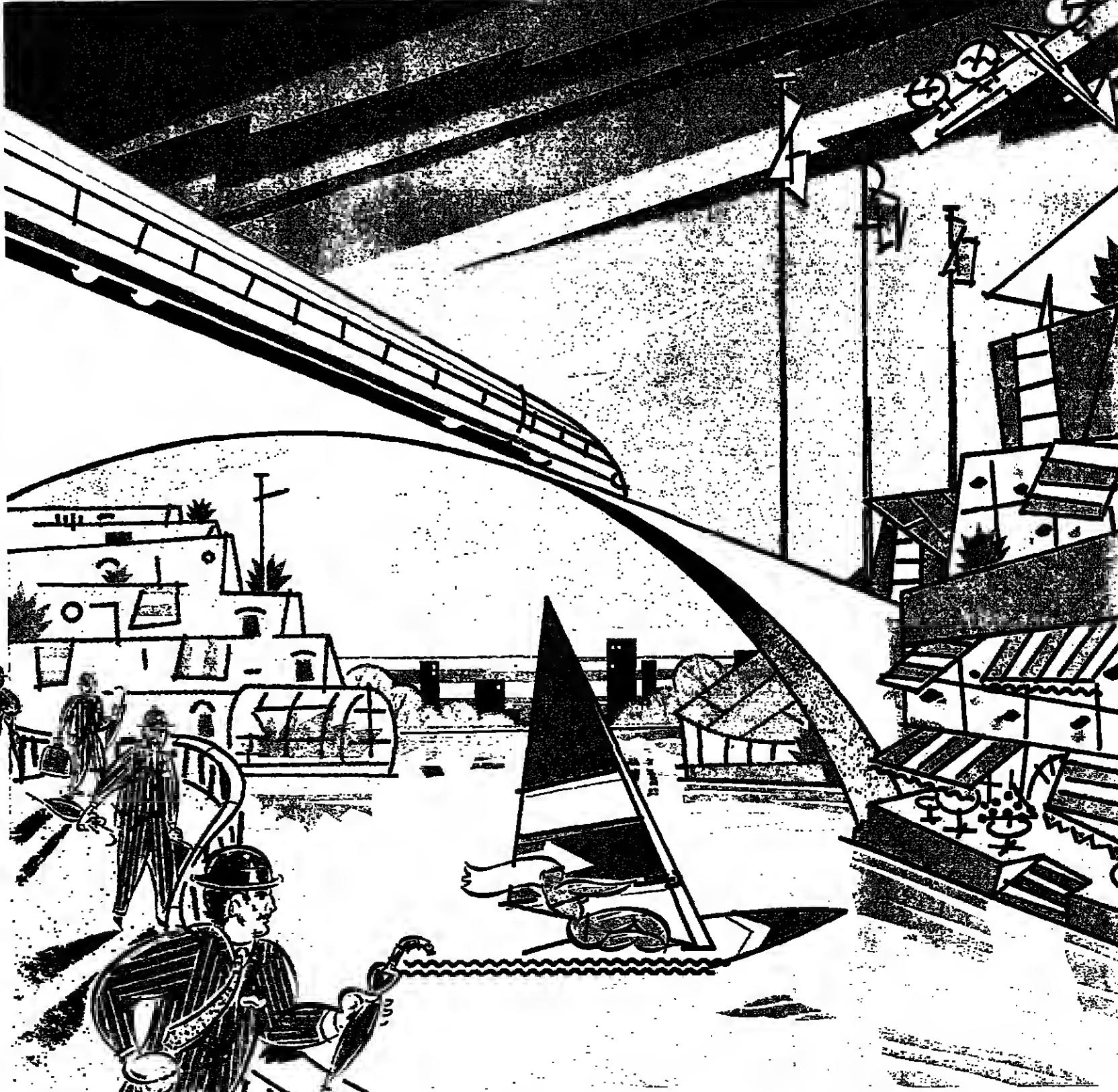
While private sector involvement in the tea industry is reasonably advanced — there are no plans for creating estates out of the smallholdings — the possibilities in other areas are still being explored.

Most progress has been made in the mining, cement and textiles industries. A study of Etibank, the mining concern, is due out at the same time as the first THY report.

Sumerbank, the textiles company, and several cement and fertiliser plants are to be next on the list, the prospects for cement being the most promising.

The proceeds of state sales are to be channelled through the Directorate of Mass Housing and Public Partnership Administration with Tory supporters in areas such as Yorkshire, where reports of unsympathetic treatment for moderate miners are widely circulated.

Mr Roy Crossland, secretary of the working miners' committee at Manvers Colliery, South Yorkshire, estimated yes-



water sports, floating restaurants, waterside pubs, a light railway system (1987) and the new STOLport.

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London Docklands

## EXTENDS FOR 8 SQUARE MILES.

station in the world. It is the longest source of electricity in Turkey, producing 500 million kWh a year. Profits for 1985 are predicted to be about TL 75bn.

There was some criticism that the small 1000 o sun considered by many to be out of the reach of the average Turkish citizen, already hard pressed by rising prices and eroded real earnings. Nevertheless, many citizens did purchase the shares and bankers' fears that people would liquidate their savings to buy them proved unfounded.

The NCB offered to meet the 10-member national executive board at 4 pm today at its Holart House headquarters in London. It is believed that some area directors may attend.

is regarded as one of the more difficult privatisation projects, has seven tobacco factories, some of them very ancient. Four more are being built and these could be candidates for private sector investment.

Another privatisation variant is to be found in the tea sector where private Turkish companies have been allowed to stage when 45 deputies staged a 24-hour stoppage in protest against two of their colleagues who worked over the bank holiday weekend in contravention of the overtime ban.

have been urinated on and now he gets threatening notes on his locker practically every day who worked during the strike and have faced intimidation, both at the time and subsequently.

But it is also pointed out that the issue is one for the National Coal Board, and that ministers can do no more than encourage the NCB to help moderate.

The NCB insists that intimidation of those who went back to work during the strike is dropping steadily.

It maintains that it will not give in to intimidation, has already transferred some miners who were threatened, has sacked others for violent or threatening behaviour, and that the number of requests for transfers has dropped from



## UK NEWS

## New investment bank 'could finance high-risk ventures'

BY DAVID LASCELLES, BANKING CORRESPONDENT

AN OUTLINE for a national investment bank that would raise finance for British industry and fund large-scale projects of national importance has been drawn up by representatives of the City of London, Whitehall and industry.

A group working as a committee within the National Economic Development Committee (NEDC) - a tripartite body composed of government, industry and union representatives - avoids drawing any conclusions on whether such a bank is actually needed in the UK.

But the readiness of this broadly constituted body to tackle the practical aspects of setting one up should give a boost to those who have pushed for a new financial intermediary between industry, government and the City since the idea was mooted five years ago.

The NEDC committee is chaired by Sir John Baring, chairman of Baring Brothers, the merchant bank. In a report to be published

shortly, it says that the case for a national investment bank along the lines of those in some continental European countries is that profitable opportunities for long-term high-risk investment cannot attract finance in the UK.

It envisages a government-backed but largely privately funded bank that would operate as far as possible on commercial terms. A starting equity base of £50m to £100m would enable it to gear up to lending of £1.25bn to £2.5bn. This could be increased through retained profits.

Under a parent company there would be two divisions, one to act as a channel for private finance for general industrial purposes, and another to finance large projects in either the public or private sectors.

With an expanded role, the institution might have two further divisions to provide financial support for industry and make specific investments at the state's request.

But these would be funded directly from public sources and would not undermine the essentially private sector status of the institution.

The bank's commercial lending would be aimed at firms with no track record of innovation wishing to embark on new projects, and unsteady companies with recovery potential. It could also raise funds quickly for large infrastructure projects such as a fixed Channel link, energy pipelines, roads and rail electrification, all of which require large amounts of long-term money and might not be viable in the short term.

The bank's equity base would be provided by government and UK financial institutions, but most of its lending would be financed from the public markets through the sale of non-equity securities. To ensure that it could borrow on the finest terms, the bank would be guaranteed by government.

## New cargo facilities planned at Dover

By Andrew Fisher, Shipping Correspondent

DOVER, the world's busiest ferry port, which is likely to handle more than 14m passengers this year, plans to invest more than £20m in the next two years in new passenger and cargo facilities.

That will form part of its overall spending programme of up to £200m over the next 15 years. Even if a fixed-link project across the Channel is approved, it still sees the need for heavy investment.

Ferry operators from Dover such as Sealink, Townsend Thoresen (part of European Ferries) and Hoverspeed also plan investments, which might exceed £150m, in bigger, more modern vessels. Finnish-owned Sally Line in Ramsgate and West German-owned Olau Line in Sheerness may buy new ships later in the 1980s.

Dover Harbour Board, which last year made a 57m pre-tax profit on turnover of £25m, slightly more than in 1983, last year opened a new £3m coach passenger terminal and is building a £15m shopping and fast-food building for car passengers.

After reclaiming 10 acres of land at a cost of nearly £8m, including two new tug berths, it is going ahead with the reclamation of 10 more acres for a further £8m. The extra space is needed to park growing freight traffic.

The port is also negotiating with the Government and British and French railways on modernising rail freight facilities.

Ferry operators planning new capacity have also said that a fixed link, if built, would still be far enough off to justify new ships. Those would be paid for by the time a link was built.

## MULTINATIONALS ACCUSED OF ERODING CAR OUTPUT IN BRITAIN

## Challenge to tied imports policy

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

FORD AND General Motors reacted angrily yesterday to severe criticism of their car production policies in Britain in a report produced with financial help from BL, the state-owned vehicles group.

The report maintains that the erosion of car production in Britain has been caused mainly by the strategies of the multinational companies - Ford, GM and Peugeot, the Talbot company. "All three have increased their so-called tied imports from their European plants and have ceased exporting cars from the UK."

"GM and Peugeot have gone further by reducing their UK operations to the assembly of kits containing very few components made in the UK," says Mr Dan Jones, a leading motor industry expert and senior research fellow at the University of Sussex's Science Policy Research Unit.

"Together the multinational producers switched from being net exporters of 200,000 cars in 1973 to net importers of 350,000 cars in 1984. In addition, tied imports of components represented the equivalent in value of a further 150,000 imported cars."

Mr Jones is particularly scathing about GM, the Vauxhall-Opel group, policies of which, he suggests, are "in clear conflict with the national interest of the UK. GM is using some of its record profits in the U.S. aggressively to buy market share in Europe with the publicly stated aim of overtaking Ford outside the U.S. Because the UK is Ford's largest market in Europe, this battle has been particularly bitter here."

The report suggests: "The UK Government must send a clear signal to GM in Detroit that they are not prepared to see a unique opportunity for job creation in the UK jeopardised in this way. Clear and public understanding ought to be reached with Ford and GM to increase the proportion of their cars sold here that are built in the UK, to increase the level of local content in those cars and to reverse the drain on the UK balance of payments."

The UK Government should stop buying cars from those producers which do not fulfil their commitments, either on a local-build ratio, on domestic content or on net balance of trade.

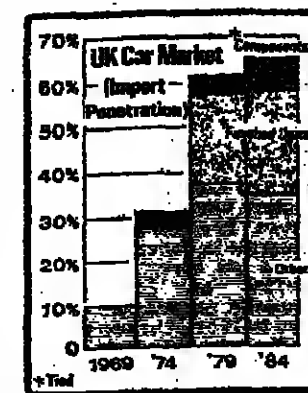
"Having extracted promises from Nissan to reach 80 per cent local content by 1991, the UK Government is plainly not applying equal standards in relation to GM," Mr Jones says.

GM yesterday replied by saying that it employed 37,000 people directly in Britain.

If GM had not integrated the operations of Vauxhall in Britain with those of Opel in continental Europe, Vauxhall would have been in liquidation and there would have been no jobs," the group insisted.

Ford pointed out that European Community content was the only standard it was allowed to use to measure "local content" in its cars - and this was the standard which would apply to Nissan's UK operations.

By then European measurement, at present the local content of Ford



cars was 92 per cent and when Spain joined the Community in January it would go into "the upper 90s."

Ford said it had invested more than any other UK-based car group and reduced its workforce less than any other. The only reason it did not sell more British-made cars was that UK factories had been unable to match those on the European continent in terms of productivity.

## FT index switches to real time

BY ERIC SHORT

AS FROM today the Financial Times will calculate the FT Ordinary share index on a real time basis.

This means that during the day the index will be calculated each time the share price of any one of its 30 constituents changes.

The new service will be provided by the FT in conjunction with Eitel. Calculations will be made on Eitel computers with a continuous share price being fed into the computers and the new index value being transmitted to a variety of information sources.

The immediate updating of the index will be shown every minute on the Reuters screens and in the near future on the Stock Exchange Topic service. The information sys-

tems provided by Ceefax, Oracle and on Prestel Citiservice will update the index every 15 minutes on the hour, half and quarter hours. For the time being, however, the British Telecom Dial-the-FT-Index service will remain on an hourly update basis.

The FT's own office display will be initially updated regularly, with the intention, as soon as possible, to update every minute.

Mr Frank Barlow, the FT's chief executive, said: "I am delighted, at the time of the 50th anniversary of the FT index to be able to announce such a significant improvement in the service that we offer to the financial community around the world."

The FT index is calculated on the share prices of 30 leading UK companies covering a wide range of British manufacturing and service industries. It was designed to test the feel of the equity market and especially to detect changes in the market mood as reflected in the prices of the leading and most actively traded shares.

Originally, the index was calculated once a day at the close of trading. The frequency of calculation has been increased to once an hour for the past decade or so. The index started at a value of 100 on July 1, 1935 hitting an all-time low of 49.4 on June 26, 1940 and touching a peak of 1024.5 on January 23 this year. The index closed last Friday at 935.7.

## Jaguar makes profit in West Germany

BY OUR MOTOR INDUSTRY CORRESPONDENT

JAGUAR DEUTSCHLAND, the jointly owned company with which the UK luxury car producer is making a strategic thrust into West Germany, was profitable in its first full year of trading.

It made a net profit of DM 1.6m (£401,000) on a turnover of DM 107m in 1984 and will do better this year, according to Mr John Edwards, finance director of Jaguar.

The UK company owns 35 per cent of Jaguar Deutschland, which was set up with a capital of DM 6m (£1.5m) when Jaguar split its West German import operations from

those of its former sister company within BL, Austin Rover.

Emil Frey, the Swiss vehicle distribution group, has majority control and is responsible for the management of the new German company. It has set up an import centre and headquarters with 65 employees at Kronberg, near Frankfurt.

Today, a car retail outlet attached to the headquarters building will be formally opened. Dressed in Jaguar's familiar racing-green colour, the showroom stands alongside a busy main road in one of the most affluent areas in West Germany.

Jaguar confidently predicts that the new outlet will sell 50 cars during the rest of this year, making it one of the most successful Jaguar showrooms in West Germany.

So far Jaguar's penetration of the West German luxury car market - the second largest in the world after the U.S. - has been limited. But the company intends to do much better in the domestic market of its main rivals: Daimler-Benz (the Mercedes group), BMW and Porsche.

Sales of Jaguar in West Germany in 1982 were only 845 in a luxury sector of about 60,000 a year. Last year Jaguar Deutschland raised

sales to 1,938 and expects to reach 2,500 in 1985. By 1990, the company aims to reach 10 per cent of the West German luxury car business and reach 5,000 to 6,000 registrations a year.

Austin Rover expects to raise export sales to its seven main continental markets by at least 10 per cent this year to 88,000. The volume car division of BL made a poor start to the year with exports in Europe down by 29 per cent in the first quarter, but sales picked up sharply in the three months to June, giving a half-yearly performance only 8 per cent down at 39,884.

## Defence chiefs alarmed at loss of skilled personnel to industry

BY BRIDGET BLOOM, DEFENCE CORRESPONDENT

BRITAIN'S defence chiefs are worried that the squeeze on the defence budget will lower morale and reduce efficiency in the three armed services.

The heads of the Army, Navy and Royal Air Force (RAF) are expected to show their concern when they meet Mrs Margaret Thatcher, Prime Minister today.

Service chiefs were promised continued access to the Prime Minister a year ago as compensation for accepting reduced powers under the reorganisation of the Ministry of Defence by Mr Michael Heseltine, the Defence Secretary.

Sir John Stanier, Chief of the General Staff, and Sir Keith Richardson, Chief of the Air Staff, both of whom retire before the end of the year, and Sir John Fieldhouse, First Lord of the Admiralty (who is to become the new Chief of Defence Staff), are alarmed at the effect of the Government's defence plans on service manpower.

They fear that over the next three to four years, increasing numbers of men will leave the services for more attractive employment

conditions in industry. The army and RAF are already losing skilled personnel both at the level of middle-ranking officers and of the skilled ranks.

Officers from industry of three times service salaries are said to be commonplace. It is understood, for example, that in the last six months just under 50 colonels have retired to industry from the British army in Germany compared to under 30 in the whole of last year.

For men in the ranks, conditions are said not to have improved as much as the recent 7.5 per cent pay increase would suggest, since the rise has been partly offset by increases in rents, food and other items and, for those serving abroad, by a decrease in the local overseas allowance.

The service chiefs believe that they have gone as far as they can to move men from support areas to the front line, as is happening under the recently announced "Lean Look" plan, which aims to switch 4,000 army personnel from the "tail" of the army to its "teeth" over the next two to three years.

At least one of the chiefs, recognising that the Government is highly unlikely to spend more on defence, believes that some form of conscription might be the answer.

The chiefs accept that the services have been well treated over the last seven years when there had been a cumulative real increase of some 15 per cent in defence spending. But they fear that what one describes as the seven fat years will now be followed by seven lean ones, as the Government plans for what it calls level funding of the defence budget, which is at present just over £10bn a year. The House of Commons defence committee in a recent report estimated that level funding might result in an actual decline in the budget of 6 per cent in real terms.

Service chiefs point out that the increasing bills for pay and pensions and the continually rising costs of equipment have resulted in smaller numbers of men in each force than is "practicable for the tasks they are expected to perform."

## Workers will fight closure in Sheffield

By Helen Hague, Labour Staff

WORKERS AT British Steel Corporation's (BSC) Tinsley Park works in Sheffield have voted to continue to oppose plans to close the special steels plant.

The vote - recorded in a secret ballot conducted by Sheffield Industrial Mission - overturned a previous "show of hands" decision to accept closure.

It revealed that 948 of the 1,100-strong workforce voted - with 433 opposing the closure plan. Mr Geoff Stronach, secretary of the works multi-union committee, which has led the fight against closure, said he was elated by the new mandate to continue the survival battle. The committee meets today to decide the next step.

Mr Stronach said: "This gives us a free mandate. We are very pleased. I was surprised that the majority was so small."

The main steel union, the Iron and Steel Trades Confederation, has already instructed members at other plants in BSC's special steels division not to accept increased shifts or extra orders resulting from the rundown or closure of Tinsley Park.

BSC management has told the unions it plans to shut one of Tinsley Park's two furnaces and transfer men and orders to other South Yorkshire special steel plants after the annual works shutdown in August.

Mr John Pennington, BSC's special steels managing director, said the ballot decision would, regrettably, not alter the corporation's plans to shut Tinsley Park - adding that it would be wrong to raise hopes that the shutdown would not take place.

## Steel users back case for cutting capacity

By Ian Rodger

BRITAIN'S STEEL users have come to the support of British Steel Corporation in its controversial desire to close one of its three wide strip mills.

The British Iron and Steel Consumers Council (BRISCC), which represents most of the country's big steel users, such as BL, Metal Box and TI, says that Britain cannot afford to have an inefficient steel industry at a time when other steel makers are making heavy capacity cuts.

"To deny BSC the opportunity to make similar, necessary capacity reductions would put it under pressure to charge higher prices than its competitors," BRISCC says in a memorandum submitted to the Government this week.

"It would not only be BSC and the job security of its employees which would be affected. The steel-using industries' competitiveness and ability to offer jobs would also be damaged."

The BRISCC memorandum follows the reopening of local public campaigns last month to preserve the strip mills, which are located at Port Talbot and Llanwern in south Wales and Motherwell in Scotland. A government undertaking in 1982 to keep the three open expires at the end of this year.

Last week, the House of Commons trade and industry committee joined those urging the Government to renew its undertaking. The committee said that market controls on the European steel market would be removed at the end of this year. Then BSC, which has become a much more competitive supplier, would be able to increase its sales in Europe significantly.

Mr John Safford, director-general of BRISCC, poured scorn on that

view. "It is difficult to see what evidence the committee had for saying that the European market would be free next year," he said.

"Anyone who is remotely in touch with the European scene knows there is no chance of that happening. And it is a delusion to imagine that BSC can step up exports to any substantial extent."

BRISCC points out in its memorandum that UK steel consumption has declined by 25 per cent since 1978. Even on the most optimistic assumptions - which are unlikely to be realised given the Government's policy towards infrastructure investment - we do not see it rising above current levels in the medium term.

The scope for BSC to regain market share from imports or by increasing exports is limited. Continental producers are unlikely to tolerate any substantial erosion of their traditional markets without taking retaliatory action."

BRISCC points out that BSC's theoretical capacity is still over 20m tonnes, while UK consumption is likely to be around 12m tonnes this year. It recalls BSC's disclosure that the retention of excess strip mill capacity adds about £90m to its costs. This is equivalent to £25 per tonne of strip mill products, or nearly 10 per cent of average selling prices.

BRISCC says the precise closure decision is a matter of commercial judgement for BSC, although it claims that the performance of the Ravenscraig mill in Scotland is still not as good as the other two. It says Llanwern is the preferred source of supply of certain products for a number of users and Port Talbot has the best long-term potential because of its coastal location.

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## TECHNOLOGY

EDITED BY ALAN CANE

## The world's armies home in on infra-red pictures

THE DEVELOPMENT of infrared radiation (heat) detection systems is being driven forward by massive interest from the world's armed forces anxious to use systems based on these detectors for everything from turning night into day for helicopter pilots to guiding missiles to their targets with pinpoint accuracy.

There are, to be sure, commercial and scientific spin-offs like the Atmos measurements of the upper atmosphere (see right) and the possibility of cheap night vision for passenger cars (see below) together with early detection of breast cancer and other ailments, but it is the potential of these techniques to boost military power that is really attracting the research dollars.

"You can hit a target anywhere in the world with this system," says Mr William McCracken of Honeywell's electro-optics division in Lexington, Massachusetts, talking about a combination of an infrared imaging system with the most sophisticated navigation system yet developed.

The navigation system is based on a "ring laser gyroscope" which can detect minute changes in the speed and direction of travel of an aeroplane or missile.

Despite its reputation as the most accurate navigational instrument known, it can be off beam by as much as one nautical mile for every hour of flight time.

Pinpoint accuracy can be achieved by storing an infra-red picture of the target in the computer memory of the aeroplane or missile. Onboard infrared detectors peer through rain, fog, ground mist or camouflage to "see" the ground. When the ground image coincides with the stored image, the missile's guidance systems lock on to the target and guide it home with perfect accuracy.

Other military applications for infrared detectors include the detection of jet engine or missile exhausts, buried steam pipes, day or night covert surveillance, three dimensional imaging and the detection of chemical weapons on the battlefield.

This is why companies like Texas Instruments, Hughes Aircraft, Honeywell and Martin Marietta in the U.S. and Mullard, GEC Marconi, Ferranti, Zeiss and Telefunken in Europe are putting renewed efforts into infrared research and development, with the military as their number one customer.

REPORTS BY  
ALAN CANE

## Unlocking secrets of the upper atmosphere

SCIENTISTS AT the Jet Propulsion Laboratory in Pasadena, California, are sifting through some 10<sup>12</sup> (100bn) bits of information transmitted from the upper atmosphere after the most recent flight of the space shuttle.

Dr Barney Farmer, chief investigator, said that he and his colleagues were still checking their results but it seemed likely that there would have to be some fundamental rethinking on the behaviour of the upper atmosphere.

The plethora of experimental data which Dr Farmer and his colleagues are sifting through in four days of intensive observations from the shuttle using one of the most advanced space instruments ever built.

Called Atmos (Atmospheric Trace Molecular Spectroscopy Experiment), it is a modified Michelson interferometer, a device which measures and records infrared (chiefly heat) radiation, to detect chemicals in its path.

A bulky machine, one metre square and weighing around 250 kg, it took the development of the shuttle to enable it to be lifted into Earth orbit to make its measurements. Conventional satellites were not big enough.

Why should an understanding of the composition of the atmosphere 100 kilometres up from the earth's surface warrant the development of such an instrument over five years and at a cost of \$10m for the hardware alone?

One reason is the controversy over the role of freons (the propellant in many aerosol sprays) in depleting the upper atmosphere of ozone and so allowing through a greater proportion of harmful rays from the sun.

It is believed that the atmosphere can be affected by such industrial chemicals as

well as changes in the pattern of agriculture—especially deforestation—and high level aircraft flight.

The purpose of Atmos is to find out to what extent the atmosphere is being influenced by such changes. It makes its measurements at altitudes higher than sounding balloons, and it makes global samplings as it moves through its prescribed orbit. It is certainly sensitive enough to pick up even the most minor constituents. The detector is pointed at the sun; chemicals lying in the line of sight between Atmos and the sun are detected with staggering accuracy.

According to Dr Paul Morse of the Honeywell Electro-Optics Division in Wilmington, Massachusetts, which designed and built the Atmos interferometer, it is sensitive to one part in a trillion (10<sup>-12</sup>). To describe that level of sensitivity, Dr Morse explained that it was equivalent to detecting a single dollar bill in a stack of notes 79,000 miles high.

Atmos' first flight—it has a design life of 10 rides in the shuttle—was virtually a complete success, recording more than the sum total of all the sampling of the upper atmosphere taken to date. The only

shadow over the entire experiment was the need to compress all the flight measurements into four days because of mechanical failure in the housing around the laser which forms an integral part of the stabilising system.

The housing had been pressurised to prevent electrical "arcing" which could cause the laser to fail. A leak developed and the pressure gradually fell, eventually leading to arcing and the death of the laser—but not before all the critical measurements had been made.

According to NASA, the remaining flights of Atmos will:

- Make possible observations of previously unexplored regions of the atmosphere.
- Provide a reference for atmospheric scientists in the future.
- Allow scientists to combine interferometer measurements from balloons and rockets with the Atmos data to make critical tests of the theoretical models used to describe the physics and chemistry of the stratosphere.
- Provide a firm basis for national and international policies to protect the atmosphere.
- Provide a continuous monitor of changes in the atmosphere through the coming decade.

## Day when cars will have night vision

IMAGINE driving at midnight along unfamiliar roads on a foggy November evening. Rain lashing across the screen, visibility virtually zero despite the full beam of quartz halogen driving lights. The kind of night when every manoeuvre is a calculated risk.

Then imagine a small television-like screen mounted on the dashboard which, at the press of a switch, gives a clear, detailed image of the road ahead.

For the foreseeable future, alas, such a device will have to remain wishful thinking—at least for ordinary cars.

But night vision devices of this kind are expected on small military vehicles within four or five years.

The key is a way of bringing down the cost of the infra-red detectors used to build up the image. At \$100,000 or so each, infra-red night imaging systems are cost effective on main battle tanks and other military hardware of equivalent value but can hardly be justified on jeeps or personnel carriers.

New research at Honeywell and Texas Instruments suggests that the cost could be brought down to \$10,000 or so in a few years.

The secret is what is called "uncooled thermal imaging." Conventionally, infra-red detectors "see" heat energy emitted from people and objects. Poor weather and lack of light are no

barrier to this process of detection.

Infra-red imaging systems make it possible, for example, to see objects hidden behind opaque screens—the level of fuel in a petrol tanker, for example, or a human camouflaged in woods.

They can even "see" back into time—recording, for example, the "ghosts" of aeroplanes on a runway on cars on a street long after the planes or cars have gone.

Infra-red imaging is expensive, however, because the detectors work best when cooled to a temperature close to absolute zero to eliminate heat "noise"—in practice 77 degrees

C, the temperature at which liquid nitrogen boils is used.

The equipment needed to cool the detector material—mercury cadmium telluride—to this temperature and to keep it there while the detector is in operation is expensive.

Honeywell is working on materials like lithium tantalate, a so-called pyroelectric material which generates an electric current in response to changes in heat energy.

These detectors do not give as yet the high resolution obtained with systems based on mercury cadmium telluride, but they promise to be ideal where reliability and low cost are more important.

## No more shots in the dark for today's soldier

THE TECHNIQUES developed to fabricate very large scale integrated silicon chips are being used to make infra-red detectors of unparalleled resolution and reliability.

Conventional forward looking infra-red (FLIR) detectors used today for night vision systems in tanks, helicopters and aeroplanes depend on mechanical scanning.

The image of the real world is scanned, a line at a time, across a linear array of detectors, and the image built up by sophisticated, high speed elec-

tronics. The trend, however, is towards what are called "staring sensors," large arrays of detector elements just like a silicon chip in the focal plane of the detector system.

The ideal in such a system is to build in a separate detector for each picture element or "pixel." The weight, power and size penalties of today's scanning systems would be eliminated.

There are significant problems—how, for example, are the electrical leads attached to

such a large array of tiny sensor elements. One answer is surface mounting, minute bumps of conductor between chip and substrate.

Then there is the problem of cooling the matrix of detector elements uniformly and achieving a uniform response from the sensor. How can these be achieved? "With difficulty," admits Mr McCracken of Honeywell.

But the trend to smaller systems of less weight and using less power with more detectors is being driven hard by military

requirements.

Mr McCracken sees a number of distinct trends in modern warfare including round-the-clock combat in all climates and weather conditions, greater use of robots and automation, increased firepower, shorter times to make decision and responses and increased vulnerability of high value targets.

In short, increased nastiness all round. "Infra-red systems can and will play a decisive role in all of these trends," Mr McCracken says.



## Electronic key for car parks

A DEVICE that automatically opens the gate to private car parks is available from Software Control of Stockport.

The gate opens only when activated by special inductive band transmitters placed on each authorised vehicle. As a car approaches the park, the barrier is raised automatically, without the driver having to stop to insert a card or push a button.

The gate closes as soon as the vehicle has entered the park. A manual override switch can be placed inside a building to admit visitors. The system can be used for embassy security gates or military areas. The cost for an average car park is about £3,000.

## Plasma flame coating

ANY MATERIAL with a well defined melting point can be applied as a surface coating using a new design of plasma flame gun developed by Metco.

That means most metals and many ceramics and carbides. When these materials are injected into the plasma "flame" they are instantly heated and projected as a spray onto the surface to form a coating.

Computer-aided study techniques were used in the development of the new gun, the Metco Type 9MB. The study examined the design of critical gun components subject to the very high temperature conditions of a thermal plasma. Higher power can be maintained for extended periods using the new gun giving high deposit rates with low maintenance.

The benefit of high-energy plasma spraying comes from the high gas exit velocities producing a dense coating structure.

## Translating by machine

MACHINE TRANSLATION (MT) is being successfully used in a number of international organisations and will probably soon be cost effective for smaller companies, provided its limitations are clearly understood.

It is useful for translating technical manuals and documentation, but it is no good for legal text or marketing literature.

In most cases it does not replace human translators, it merely increases their output. MT is not necessarily fully automatic. Linguists are required to help the computer and MT is always imperfect.

Most people think of it as a program which consumes one language and spews out another. Unfortunately, it is not that easy.

Depending on the type of program used there are up to three phases where the human translator intervenes.

● Before translation, the text is checked for easily detected difficulties, such as words

missing from the vocabulary stored in the computer. In some cases, the translator has to specify dictionaries to use for the translation, to ensure that the computer only considers words which are relevant to the subject. It can be a help to enforce strict vocabulary and writing rules. This does not have to go as far as Xerox's "multinational customised English," but standardisation and consistent use of technical terms will help the machine. Human translators can cope with badly-written text. Computers cannot.

● During translation, the translator is asked to resolve syntactic and semantic ambiguities. This applies in particular to the interactive ALPS translating software.

● Once the machine has produced a draft translation of the text, a linguist corrects the machine's mistakes. Although difficult to measure, current programs achieve 70 to 90 per cent accuracy.

FT

FINANCIAL TIMES CONFERENCES

## Oil Industry Developments

Hotel Inter-Continental, London 9 &amp; 10 July, 1985

The FT Oil Industry Developments conference will cover prices, the outlook for OPEC, de-nationalisation, the take-over scene in America, the problems of the independents, refining and petrochemicals.

To be chaired by Mr John Raisman, CBE, Former Chairman of Shell UK Limited, and Mr Peter Gaffney, Gaffney, Cline and Associates Inc, the conference will include papers by:

Mr Robert B Horton  
British Petroleum Co plc  
Mr Yves Rovani  
The World Bank  
Mr John H Lichtblau  
Petroleum Industry Research Foundation Inc  
Mr Antony Craven Walker  
Charterhouse Petroleum plc  
Mr Michel D Marks  
New York Mercantile Exchange  
Mr James A Adamson  
Chase Manhattan Bank NA  
Mr J H de Sola  
Shell Nederland BV  
Mr Michael Unsworth  
Scott Goff Layton & Co

Mr Robert Evans  
British Gas  
Mr Pierre Desprairies  
Institut Français du Pétrole  
Mr Robert Mabro  
Oxford Institute for Energy Studies  
Sir Leslie Murphy  
Petroleum Economics Ltd  
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## INTERNATIONAL APPOINTMENTS

### Du Pont International succession

By John Wicks in Zurich

MR ROBERT V. D. LUFT has been named to succeed Mr W. Robert Clay as chairman of Du Pont de Nemours International. The Geneva-based company is responsible for sales in Europe, the Middle East and Africa of the American chemicals concern E. I. Du Pont de Nemours.

The new chairman, who is 49, served in Geneva as deputy chairman and group director for Europe, the Middle East and Africa from October 1978 to April 1982. He has since been general manager and subsequently vice-president of the information systems department at company headquarters in Wilmington, Delaware.

Mr Clay, who has headed Du Pont International since the start of 1983, assumes responsibility for group activities in Latin America and the Far East.

At the same time, he has become chairman of the supervisory board of Du Pont de Nemours (Deutschland), of Dusseldorf, a separate subsidiary in charge of the group's German business.

### Dr Honegger takes over at Swiss Life

By Our Zurich Correspondent

DR FRITZ HONEGGER, a former Swiss Minister for Economic Affairs, has succeeded Dr Rudolf Meier as chairman of Swiss Life Insurance and Pension Company (Rentensanstalt), of Zurich. Dr Honegger had acted as vice-chairman of the Swiss Life board before his election to the Cabinet.

Dr Meier, who has retired, has been named honorary chairman of the company, Switzerland's leading life assurance group.

### BNZ of the U.S.

THE BANK of New Zealand has appointed Mr Robert J. F. Hirtle as New York, and executive vice president U.S. He will have responsibility for the bank's strategic development and overall operations in the U.S. Mr Hirtle leaves Morgan Guaranty Trust Company, New York, after 24 years service, having been a vice president with responsibilities for Morgan's business in Australia and New Zealand.

### Football star at U.S. Tobacco

BY TERRY SYLAND IN NEW YORK

THE APPOINTMENT of Mr Nicholas Buoniconti, a former American football star, as president and chief operating officer of U.S. Tobacco's spotlight's determination of the industry to defend its public image. The company, which has quadrupled profits over the past decade, focuses on "smokeless" tobacco, chiefly the new moist pouch products which have evaded the Federal ban on television advertising and are currently the only growth sector of the tobacco market. He succeeds Mr Louis F. Bantler, who continues as chairman and chief executive.

Mr Buoniconti, attorney and member of the bars of Massachusetts and Florida, first entered the tobacco industry as sports consultant to U.S. Tobacco in 1970, joining the board in 1978 and becoming executive vice president for corporate relations in 1984.

He is also co-host of a top-rated sports cable television programme. During his career in U.S. professional football, he starred in the Miami Dolphins as a member of the Super Bowl championship teams in the early seventies.

Chewing tobacco has a long

association with sports players, and Mr Buoniconti has helped shape U.S. Tobacco's image with advertising campaigns involving sports stars and events. Around 25m Americans chew tobacco in moist pouches, earning themselves the soubriquet of "dippers".

Chewing tobacco and snuff have escaped the Federal restrictions on advertising and labelling of other tobacco products, but the Federal Trade Commission has recently ordered the Surgeon General to study the health implications of smokeless tobacco.

### Williams takes chair at Warner Lambert

BY OUR FINANCIAL STAFF

WARNER-LAMBERT Company, the U.S. health care and consumer products group, has announced the election of Mr Joseph D. Williams as chairman, in succession to Mr Ward S. Hagan, who is retiring, with immediate effect.

Mr Williams continues as chief executive, a job he took up in January, but hands over his roles as president and chief operating officer to Mr Melvin R. Goodes. The post of president of the group's U.S. operations, formerly held by Mr Goodes, is, for the time being, at least, left open.

AMERICAN MEDICAL International, the California-based health care group, has announced that Mr Walter L. Weisman will succeed Mr Royce Diener as chief executive, with effect from August 31. Mr R. Bruce Andrews will take over from Mr Weisman as chief operating officer.

Mr Diener will, however, remain chairman of the board and of the executive committee and Mr Weisman president. Mr Diener says that his stepping down fulfils an intention to do so after ten years' service.

Mr Diener will, however, remain chairman of the board and of the executive committee and Mr Weisman president. Mr Diener says that his stepping down fulfils an intention to do so after ten years' service.

AMERICAN TOBACCO Company has named Mr Virginius B. Lougee, chairman and chief executive, and Mr Thomas C. Hays president and chief operating officer. The company is a division of American Brands. Both positions are newly created.

Mr Lougee, 59, continues as president and chief operating officer of American Brands, a post he has held since 1981. He

has also served since 1981 as president and chief executive officer of American Tobacco.

American Brands' main businesses are packaged consumer goods and financial services. Major goods brands include Carlton, Lucky Strike, Pall Mall and Tareyton cigarettes, as well as Jim Beam bourbon, and a variety of other products; while financial services comprise the operations of Franklin Life and Southland Life; and, in addition, American Brands owns Pinkerton's and a group of office products companies, including Swingline and Wilson Jones, together with Gallaher of the UK, which is involved in tobacco, houseware and office products, optics and other lines.

CELANESE CORPORATION has elected Mr Howard C. Kauffmann as a board member. Mr Kauffmann, formerly president of Exxon Corporation, retired on May 16, after 39 years with Exxon.

NIPPON KOKAN, the Japanese steelmaker and shipbuilder, has announced that Mr Yoshinari Yamashiro, executive vice-president, is to succeed Mr Minoru Kanao as president and chief executive.

Mr Minoru Kanao, who has been president since 1980, will become chairman, while Mr Hisao Makita, the current chairman, becomes an executive advisor.

NICHIMEN, the Japanese trading house, has appointed Mr S. Ueda chairman. Mr T. Hibino succeeds Mr Ueda as president.

### Moody expands Security Pacific duties

By Our Financial Staff

SECURITY PACIFIC Corporation has named two executives to additional posts, and has appointed an outside director. The Los Angeles-based bank holding company's president, Mr George F. Moody, has assumed additional duties in the new post of chief executive of the Security Pacific National Bank unit, the corporation's largest subsidiary.

The parent's corporate vice-chairman, Mr Robert H. Smith, has become chief operating officer of the unit, vice-chairman of the parent's National Bank unit, the corporation's largest subsidiary.

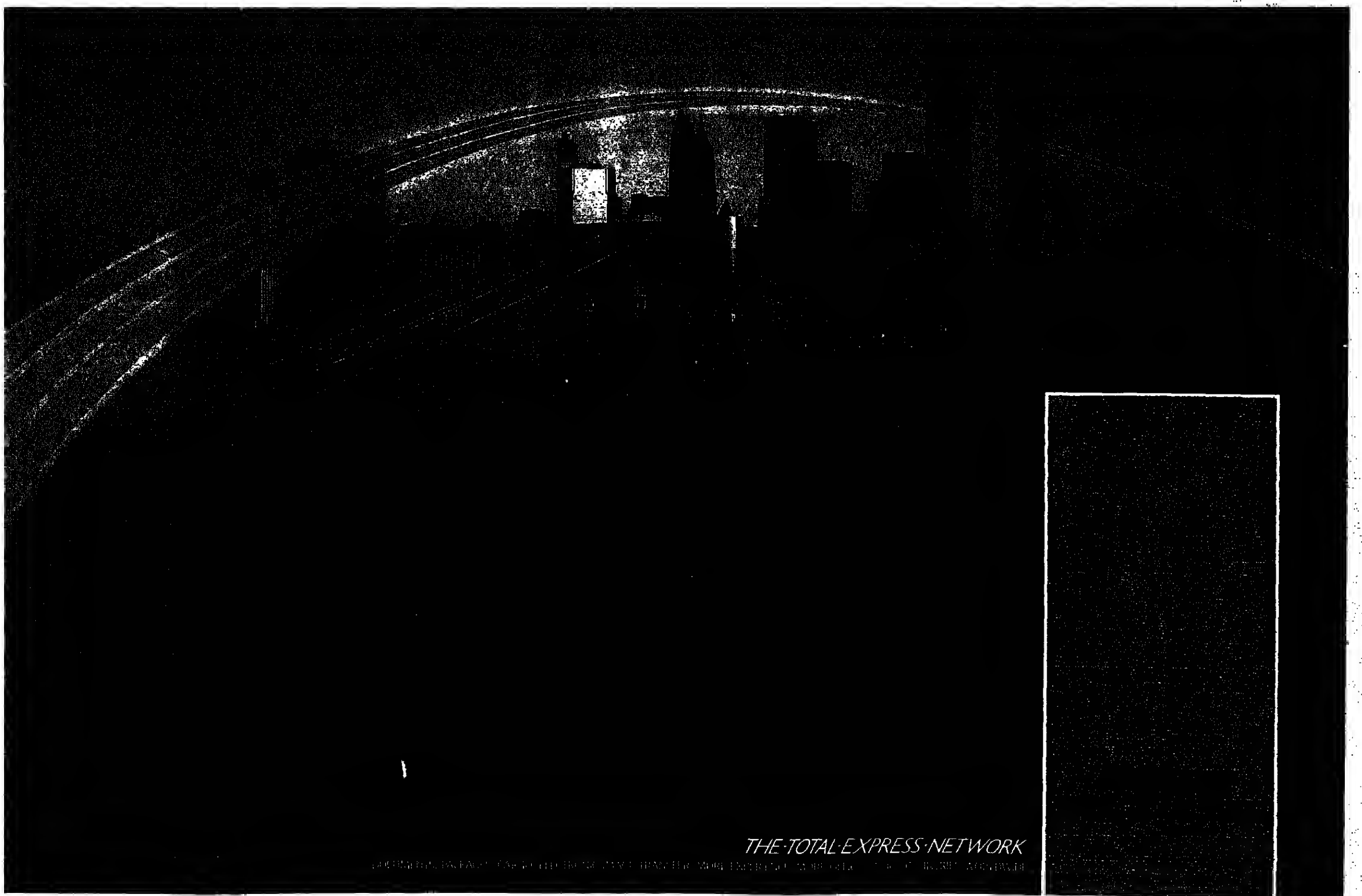
Mr Henry T. Segerstrom has been elected to both boards. Mr Segerstrom is managing partner of C. J. Segerstrom and Sons, a real estate partnership in Costa Mesa, California.

### Schaad ahead at Handelsbank

By Our Zurich Correspondent

DR ERNST I. SCHAAD, head of the management committee of the Zurich-based Handelsbank N.W., the subsidiary of the National Westminster Bank of the UK, has been designated the bank's next board chairman.

At next year's annual meeting, Dr Schaad will be nominated for membership of the board of directors, and on being accepted would immediately take over the chair, as successor to Dr Alfred E. Suter, who is to retire.



THE TOTAL EXPRESS NETWORK



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Neil Johnson, Director Sales and Marketing, Jaguar Cars Limited.



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It has been applied right across the board and involves everybody connected with Jaguar cars.

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It can be seen from the fact that we are insisting on specialist dealers, dedicated to nothing else but the Jaguar marque.

We measure and develop their professionalism across all aspects of their business. From showroom, to used car display. From service department, to parts store.

We think that it's the only way of ensuring that our customers get the same excellence in the attention from their Jaguar dealer as they do from a Jaguar itself.

Our determined drive towards assuring quality in all aspects of our business is also reflected in worldwide demand for Jaguar cars.

A demand that encompasses the entire range, from the Jaguar XJ6 3.4 Saloon, to the Jaguar XJ-S H.E.

One consequence of significant importance to our customers is that our success is now being reflected in higher residual values for all used Jaguar cars.

Our prime responsibility is to ensure that the success of Jaguar continues unabated.

We must make sure that any Jaguar customer, anywhere in the world, takes delivery of a car that meets his every expectation.

So that, from the very first moment he begins to relax in the quiet ambience of figured wood and leather, he begins anew to appreciate Jaguar's engineering excellence, style, sporting elegance and value for money.

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## CONSTRUCTION CONTRACTS

### G. Percy Trentham wins £12m orders

### Conversion of Telford factory

G. PERCY TRENTHAM, Reading, has won contracts worth over £12m to carry out work on four major projects in the South, and another in the Midlands. In Reading, the group is building a mechanised letter office with associated accounts and welfare facilities, together with a separate administration building and motor transport workshop, under a £8.8m contract for the Post Office. For the United Medical & Dental School of Guy's and St Thomas's Hospital, two detached student hostel buildings are under construction at Lambeth Palace, for £1.1m. The

group is also building an assembly hall and classrooms at Trinity School in Croydon, for the Whitgift Foundation (£2.7m). Two contracts have been awarded by Fullers Brewery in Chiswick. Works in existing brewer's areas are being carried out for £320,000 and a building to house new plant is to be constructed under a contract worth £733,000. At Hanley, Stoke on Trent, for the Staffordshire County Council, the group is erecting a steel-framed metal-clad grandstand, to overlook the athletics track at the Northwood Sports Centre, at a cost of £581,271.

Raynesway Construction Services, a member of the Balfour Beatty Group, has been awarded contracts totalling over £1.5m. At Redshaw, the company continues the A74 Trunk Road improvements with a £700,000 contract from Strathclyde Regional Council to widen the slow lane by 1.3 metres over a distance of 1,900 metres, and the fast lane by 0.7 metres over a distance of 400 metres, overlaying the existing carriageway to an average depth of 355 mm and all the associated kerbing, drainage, earthworks and road markings. At Rosyth, construction of a religious section of trunk road incorporating a junction and a roundabout forms a £200,000 contract awarded by Fife Regional Council. The project links with the West Access Road, currently under construction by Raynesway Construction Services. A £700,000 contract at Cumbernauld has been awarded by Cumbernauld Development Corporation for construction of around 1.3 km of 7.3 metre wide carriageway, including a three-span reinforced concrete portal frame underpass and a roundabout partly overlaying the existing carriageway.

JOHN E. WILTSHIER GROUP has won contracts worth more than £2m. Wiltshier Reading, a subsidiary of Wiltshier Southern, has successfully tendered for two contracts together worth over £1m. In Slough, refurbishing of Bays 3, 6, 10 and 13 at Building No 1 on the industrial estate in Oxford Avenue for Slough Estates Design & Construction. Work has started and is expected to last 37 weeks; contract value is £348,000. At Long Sutton, Hampshire, a £173,615 contract covers construction of a junior common room and art room in addition to converting another room into a senior tuck shop for Lord Wandsworth College.

### Changes at Paddington Station

FAIRCLOUGH BUILDING has been appointed main contractor for the massive re-modelling of British Rail's administrative offices at London's Paddington station. Under an £8.5m contract from British Railways Board, Fairclough is to re-build all the main office blocks bordering Eastbourne Terrace. The project includes re-roofing, installation of partition walls and suspended ceilings, new floor surfaces in seven buildings ranging from one to seven storeys, repair and renew windows, provide mechanical and electrical services, and re-decorate. New catering facilities and washrooms also form part of the scheme, which will be completed and handed over in phases up to early 1987. Paddington station will remain in full service.

THE GLENLION GROUP, Brasted, has won contracts worth over £2m for work in the South East and Midlands. Largest, at just under £2m, is for a mixed development of 77 homes comprising flats, houses, bungalows and sheltered accommodation at New Addington, for the London Borough of Croydon. At Staplehurst, Kent, work is about to start on a £1m scheme of 33 family and aged people's homes for Swale Borough Council. The development includes a day centre for retired residents. Recent design and build awards for industrial and retail buildings include £500,000 Croydon industrial scheme of five units totalling 21,942 sq ft for Bicknell Holdings.

MATTHEW HALL MECHANICAL AND ELECTRICAL ENGINEERS has won mechanical and electrical multi-service work worth over £1m for a range of clients including Sun Alliance, IBM, Canadian High Commission, Callahers, London Regional Transport, BBC, South Eastern Gas and the City of London Property Company. Electrical installation projects to a further £2m include orders for Vauxhall, Salisbury and British Home Stores. In addition the firm's engineering division has

obtained orders totalling £3m for fire protection services for Plessey, Vauxhall and Cinemans Food in the UK and a substantial export order to India for GEC.

NORWEST HOLST CONSTRUCTION has won a £1.5m contract for phase 1 of Islandwood General Hospital. This will provide a 66-bed medical block comprising a 12-bed orthopaedic ward and 6-bed coronary care/intensive therapy unit on the ground floor. The first and second floors will each accommodate a 24-bed



Work starts today on Park House, Sandringham, the birthplace and childhood home of the Princess of Wales. RAYTEE AND KETT of Cambridge, part of the Mowlem group, is to convert the building into a country house hotel/short stay centre to be run by The Leonard Cheshire Foundation for severely disabled people from all over the world. £1m is being raised by way of public appeal to cover the work of this project.

Raytee and Kett's contract comprises altering, repairs and extensions to the Edwardian mansion to meet the special needs of disabled people on holiday. When completed, the house will provide six single and twin or double bedrooms, two lounges, a sun lounge, a dining room, kitchens and staff accommodation. Two lifts and several ramps will be installed to make the entire building accessible to wheelchair bound holiday makers.



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Our 25th year as an international airline is a cause for celebration. To commemorate the occasion, four postage stamps have been designed, featuring the aircraft that have played a major role in our development. The reliable DC-6Bs, that put us on the map in the Orient. And the technologically advanced DC10s, that helped us spread our wings in Europe and Australia. The remarkable A300s, ideal for an airline that serves more countries in the Orient than any other. And the magnificent 747Bs, that enabled us to establish the first of many non-stop flights to Europe and cross the Pacific to America. Thai's world now includes 41 cities in 30 countries across four continents. Serving those destinations is one of the world's most modern fleets flown by the most highly skilled professionals. So whether you are sipping Dom Perignon in Royal First Class, relaxing in the quiet of Royal Executive Class or simply enjoying the atmosphere in Economy, you'll be glad you're flying Thai, in this our 25th year. The airline that's definitely arrived.





## FINANCIAL TIMES

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Over-caution  
in Germany

ULTRA-CAUTIOUS economic management in West Germany is threatening to damage other countries and to be self-defeating at home. The dependence on exports as the main source of growth combined with sluggish private consumption is pushing the current external surplus from record to record. The same combination is preventing real progress with reducing unemployment.

The successes achieved under the Kohl Government are undeniable. The budget deficit has been whittled down. So has the inflation rate. Germany's trading partners and academic German economists have urged Bonn to use the scope thereby won to set the economy on a higher growth path.

Export demand, supported by investment in plant and equipment, has been the main element making for growth this year and is expected to remain so in 1986. Given the economic recovery of much of the industrialised world, that need surprise nobody, given the bias of West German industry towards the production of capital goods.

The external current account showed a surplus last year of DM 18bn (about £3bn). The DIW institute in Berlin last week forecast that the tally would be DM 37bn this year and DM 48bn in 1986. The sluggish response of private consumption to economic recovery, traceable in part to the existence of more than 2m unemployed, contributes to these surpluses. Imports are growing only slowly.

## Diagnosis

Pleas from abroad that Bonn should reflate have fallen on deaf ears. The Government has no wish to repeat the experiment made in the 1970s of using West Germany as a locomotive to pull along the world economy.

Interestingly, however, the Bonn Government and, in particular, the Finance Minister, Dr. Helmut Kohl, the Chancellor, who has been leading the North-Rhine Westphalia and the Saarland—both of them states with above-average unemployment.

There is, therefore, a strong political as well as an economic case for Bonn to grasp the nettle.

The case for accelerated tax cuts can be advanced not simply as a means of stimulating growth, but also as a way of tackling structural rigidities which, in the view of many critics, bedevil the German economy. With inflation as low as it is, the prospective rise of nominal GDP is unnecessarily modest. On a cyclically adjusted basis, the German budget is actually in surplus, not in deficit.

In June they were backed by the so-called "Five Wise Men," a group of independent economists appointed

by the government to give its expert opinion on prospects and policies. This group felt itself constrained last month to issue a warning that economic policy was going in the wrong direction.

In spite of differences of emphasis, the institutes and the Wise Men were agreed on a fundamental point: that exports were an insufficient expansion factor to make genuine inroads into unemployment. They concluded that economic policy must be reformed to provide a basis for long-term growth.

Instead, the economists made two proposals. Monetary targeting should be handled less restrictively—something which the Bundesbank turned down last Thursday. And Dr. Stöckelberg should abandon his plans for income tax cuts in two phases in favour of cutting in one fell swoop next year.

Politically that is ticklish, since 1987 will be an election year and the Government might wish to keep some goodies in reserve. But the conflict between conventional political wisdom and the advice of the economists is more apparent than real, given the intractability of unemployment.

Jobs could be the single most important issue in the next Bundestag election. Regional elections this spring have already provided a warning for Dr. Helmut Kohl, the Chancellor, who has been leading the North-Rhine Westphalia and the Saarland—both of them states with above-average unemployment.

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## Sweden and Switzerland

How small  
can be  
beautiful  
in Europe

By William Dullforce in Geneva

IT is often said that American companies like Ford and IBM have made much better use of exploiting the economies of scale made possible by the EEC than their French or British rivals.

But companies in some of the smaller European countries outside the Community have also discovered how to take advantage of the Common Market. Sweden and Switzerland are the home of many of the most outstanding examples.

With no domestic markets of any real size, they are free marketers by necessity and exponents of excellence of the "niche" strategy. They are experienced at identifying small market segments where they can seize dominating shares and maintain their strength by alert and continual product development.

Put another way, a small country can sustain an advanced industrial economy only if its enterprises achieve a high degree of specialisation and exploit international markets.

Sweden has made the most progress. The picture is more modest in Switzerland where some of the big chemical and engineering groups still appear to be moving sluggishly.

The successful defence by SKF, Sweden's bearings group, against the Japanese attack on the European market exactly illustrates the point. The determination of Mr Lennart Johansson, then managing director, not to cede any share of the market to the Japanese but to fight them across the whole range of SKF's products for some years and led to decisions on production technology and product development which the group continues to implement.

The story carries a message for those EEC companies still not exploiting the Common Market. As Mr Maurice Sahlin, SKF's present managing director, recently remarked, the Swedish company could not have set up the Global Forecasting and Supply System, on which its defence was grounded, before the Community came into being.

The system entails concentrating production of specified bearings in one European plant, thereby gaining economies of scale and reducing the bearing produced across frontiers. A non-Community company was thus one of the first to take advantage of the single European market.

Since the 1970s, when Sweden's steel, mining and shipbuilding industries collapsed simultaneously, the rest of Swedish industry has reorganised itself faster than any other in Europe. Six multinational engineering concerns—Volvo, Saab, Scania, Electrolux, Sandvik and Ericsson—have taken over the leading export role.

AGA, the industrial gases company, has multiplied the volume of its output by eight since 1970. Mr Marcus Storch, its managing director, is not among those who are defeatist about the potential of European industry.

He points out that in the past 15 years European companies—excluding Air Liquide and British Oxygen—have increased sales to 30 per cent of the U.S. market, while their American rivals, who have been operating in Europe much longer, still command only about 5 per cent of the European market.

Mr Gunnar Eliasson and his

team at Stockholm's Industrial Institute for Economic Research have charted the way in which Swedish export companies have changed. What were once essentially manufacturing establishments have turned themselves into international marketing organisations.

These companies are now much closer to the market and to the customer. Quality, not price, is the principal competitive element. A greater share of resources, both human and financial, goes into customer service. Systems or packages are offered to meet requirements rather than single products.

This, in turn, means that companies spend more on research and development with the larger share going to product development in response to customers' carefully researched requirements and the company's need to maintain its market share.

In the new-style company the value added after the factory gate has increased importance. Mr Eliasson believes the decline in the relative importance of manufacturing will help restore the competitive edge to European industry in the face of the Japanese and newly industrialised countries. Their greater production efficiency may be offset by European superiority in marketing.

Many of the Swiss and Swedish companies now performing well conform to this description. In coping with the recession of the early 1980s several sharply reduced their labour forces in production and expanded in their marketing apparatus.

Moreover, diversification has gone out of fashion. Several newly vitalised companies have sold off the businesses acquired during the 1970s, having discovered that it is better to stick to those activities at which they are particularly good.

Mr Bruno de Kalbarmatten, managing director of Bobst, the small Swiss multinational which is the world's largest maker of machinery for converting paper and carton into packages, acknowledges that it took his

company 10 years from 1970 to realise that it was impossible to make a success of its diversification into photo-composing equipment which at the time seemed to have synergy with its carton-cutting machinery.

At Sandvik, the Swiss cemented carbide and steel tool manufacturer, which turned a small 1983 loss into a SKr 1bn (285m) pre-tax profit last year, one of the first moves by Mr Per-Olof Eriksson, when he took over as managing director in February 1984, was to "strip off the fat" and to disinvest the group of the companies which

really lies in the software, not in the mechanical parts, which is why people are so important," says Mr Alfred Schindler, somewhat surprisingly. The Swiss lift manufacturer which bears his name has, for example, a technical spearhead in a very tough market with a new electronic control system which adds speed and efficiency to a bank of lifts.

"Good people in right jobs," is the immediate answer to a query about success factors from Mr Ulf Widengren, managing director of Astra, Sweden's largest pharmaceutical company, which has seen average annual growth of over 20 per cent in recent years.

Mr Widengren underlines the importance of "getting marketing people into contact with research staff often," of having highly qualified people talking directly to doctors and of communicating as a vital management tool.

AGA's research and development effort has been running since 1976 by a technical/commercial council of some 10 people, only three of whom are researchers. The rest are marketing people, an accountant, a university professor and management staff.

The ivory tower for research is out. It took AGA three to four years to get its researchers to accept the link between commercial research and research. Many of them left the company. Now teamwork has generated greater personal involvement in keeping AGA in front with new market applications, according to Mr Storch.

Perstorp, the specialist chemicals concern which has been one of the most innovative in recent years, has no centralised research operation and no research director. Early in the 1970s its research organisation was deliberately broken up to bring researchers and marketing people closer together.

Now the chief executive in each of nine "business areas" is personally responsible for developing products from the research stage to their launch on the market. But Perstorp

did not fit its main business. Common to many currently successful Swiss and Swedish enterprises is the emphasis on closer collaboration between their research and development teams and their marketing staff.

Mr Martin Hilti says that "total innovation" is the secret of his company's success in fighting off the Japanese in the construction fasteners sector. He does not mean inventing entirely new products, but continual improvement of both existing products and the marketing organisation to exploit the 25,000 contacts a day which his people make with customers.

"In this business value added

the BBC's new head of sport. Wimbledon's TV village is on the north side of No. 1 Court on a site that would cover a dozen tennis courts. Besides the BBC's own vehicles and buildings around which swarm the 20 people involved in bringing pictures from the 21 cameras to the mobile control room from where Martin Hopkins, Anderson's 43-year-old right-hand man selects from a battery of 41 monitors, there are the integrated operations of NBC and HBO for America, TV Asahi for Japan, and SAABC for South Africa. Australia's Channel 9 was linking tennis coverage and the Lord's Test match from Wimbledon for five days.

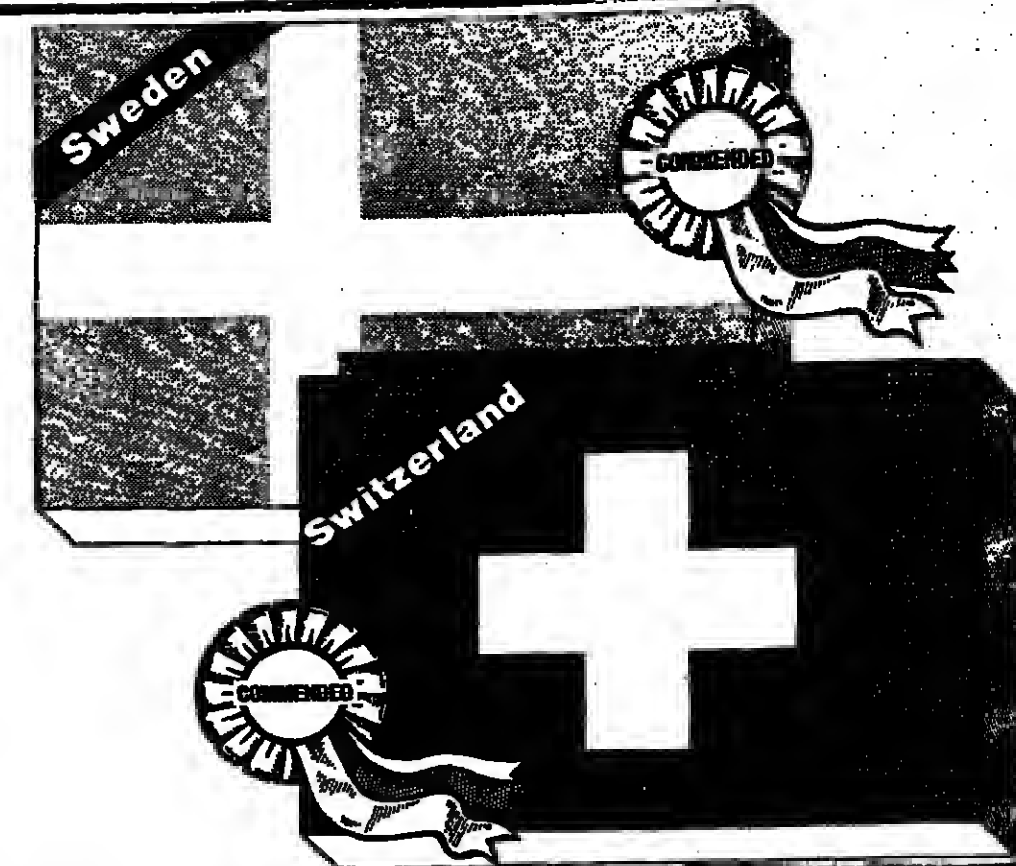
In case you think that after all this effort Anderson will be taking a well-earned rest this week, it doesn't work like that. He has to pick up the threads of the Belfry Golf tournament next weekend and then the following week, masterminding the other huge outside broadcast sporting event of the year, the Open Golf at Royal Sandwich.

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also has Fernovo, a separate company specialising in identifying and developing new ideas which it then spins off to the business areas or sells to outside buyers.

Reported spending on research and development varies widely. Astra's was as high as 18 per cent of sales in 1984, while the industrial companies show lower ratios.

In Sandvik's cemented carbide business about 5 per cent of turnover goes to developing new products. Hilti allocated SwFr 36m to research and development compared with its SwFr 1.5bn sales last year and is raising that to SwFr 43m this year.

The statistics do not give a true picture of the research and development effort, partly because of different reporting practices but mainly because of the shift in emphasis from spending in laboratories and research units to upgrading product quality in co-operation with customers.

Like Mr Storch at AGA, Mr Karl-Erik Sahlgren, Perstorp's managing director, stresses the importance of "adding life cycle curves to existing products. The life cycle of his mature, high-pressure laminates has been profitably prolonged by finding ways of producing them on reels instead of in sheets and by discovering new uses.

The philosophy that there is plenty of life and profit in "old" product lines is ingrained in most currently successful Swiss and Swedish companies. Any suggestion that the skillful application of information technology, electronics and combined marketing research techniques to such products is not real innovation meets with indignant rebuttals.

Introducing cars instead of truggles in Bobst's die-cutting machines—a technique which took six to seven years to get right—and speeding up output by using computers to calculate stresses on cardboard passing through the machines are the sort of research for Mr De Kalbarmatten.

General Motors France, the robotic group, has just chosen Digitron as a partner. It is doubtful whether the Digitron team would have flourished in the Schindler of 10 years ago.

This still evolving management style may be the key component of the small-country multinationals to maintaining Europe's industrial competence.

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A new ace  
of clubs

The London night club scene is about to get a new player, Peter Gatien, a 32-year-old Canadian multi-millionaire who specialises in the high-stakes, high-roller game of roulette.

His first venture was a small clothes shop outside Montreal. He made \$35,000 used it to buy a Country and Western club in his Ontario home town, moved on to Florida, then to Atlanta, doubling his money as he went along.

His New York club will turn over close to \$10m this year and a third of that will go through to the bottom line, Gatien says. He is using the profits for a new club in Chicago as well as London.

But he says he has no plans to become "the McDonald of night clubs." London will be his last venture in that field. "By the time I'm 35 I would like to be producing movies," he says.

Gatien fits easily into the night club scene with his shoulder-length hair and black eye-patch and is now said to be one of the shrewdest entrepreneurs in the business in New York.

Gatien is now betting heavily that he will be able to translate his New York success to London. He has bought a former 19th century Welsh Presbyterian chapel in Charing Cross Road for \$1m and is spending another \$2m before opening for business later this year.

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## Men and Matters

North America. By his own admission he is a "double or nothing investor." He started in business as a teenager with the \$13,000 insurance money he received after losing an eye playing ice hockey.

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ings that Sotheby's sold in New York in April in the Florence J. Gould auction—Van Gogh landscape for \$9.9m and a Toulouse-Lautrec portrait for \$5.28m. Sotheby's pinpointed 200 new potential buyers for these expensive Impressionist paintings, and provided them with discreet boxes above the auction floor from which they could phone through their bids.

Now New York gossip suggests that the "private buyer" of the Toulouse-Lautrec was none other than Alf Traubman, the owner of Sotheby's who has been known to buy Impressionist for his young wife. As for the Van Gogh, the new owners are believed to be a mysterious "syndicate of investors."

Television viewers gazed to the final day's action of the Centre Court never see the quiet New Zealanders who makes it all possible. Harold Anderson's annual masterpiece is known and loved by more sports fans throughout the world than any other annual television broadcast.

Anderson, a slim 39-year-old from Dunedin, has just completed another Wimbledon marathon—120 hours of championship tennis broadcast to 350m viewers.

As a 15-year-old golf-mad youth in New Zealand with a handicap of 2, Harold had to decide between a career as an assistant professional or television.

"Thank goodness I made the right choice and joined TV New Zealand when I was 17," he says.

In 1969 he came to Britain for a three-year spell, but returned to New Zealand to produce the 1974 Commonwealth Games and then was appointed head of sport for the national network. Four years later his BBC opposite number, Alan Hart, invited Anderson to become editor of Grandstand and in 1982 he took over the task of organising Wimbledon coverage from Jonathan Martin.

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British Telecom held detailed conferences about the posters and getting the nuances right (including toning down the red on the little German's nose). Even so there have been protests, including one from a sensitive peer who said the posters were anti-German and should come down.

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## BASE LENDING RATES

A.B.N. Bank	12 1/2%	Heritable & Gen. Trust	12 1/2%
Allied Dunbar & Co.	12 1/2%	Hill Samuel	12 1/2%
Allied Irish Bank	12 1/2%	C. Hoare & Co.	12 1/2%
American Express Bk.	12 1/2%	Hongkong & Shanghai	12 1/2%
Henry Ansbacher	12 1/2%	Johnson Matthey Bkrs.	12 1/2%
Amro Bank	12 1/2%	Knowles & Co. Ltd.	13%
Associates Cap. Corp.	13%	Lloyds Bank	12 1/2%
Banco de Bilbao	12 1/2%	Edward Manson & Co.	13 1/2%
Bank Bapostolm	12 1/2%	Mehraji & Sons Ltd.	12 1/2%
BCCI	12 1/2%	Midland Bank	12 1/2%
Bank of Ireland	12 1/2%	Morgan Grenfell	12 1/2%
Bank of Cyprus	12 1/2%	Mount-Credit Corp. Ltd.	12 1/2%
Bank of India	12 1/2%	National Bk. of Kuwait	12 1/2%
Bank of Scotland	12 1/2%	National Girobank	12 1/2%
Barclays Bank Ltd.	12 1/2%	National Westminster	12 1/2%
Barclays Bank	12 1/2%	Northern Bank Ltd.	12 1/2%
Beneficial Trust Ltd.	13 1/2%	Norwich Gen. Trust	12 1/2%
Brit Bank of Mid. East	12 1/2%	People's Trust	12 1/2%



## FOREIGN AFFAIRS: AFTER MILAN

## The case for Euro-froth

By Ian Davidson

EUROPE SHOULD be relieved that Mrs Thatcher has made the effort to adopt a calm and comparatively conciliatory posture after the debacle of the European Community summit in Milan.

She must have been tempted to play to the nationalist gallery, and to bray about the childishness of the Euro-fanatics on the continent. But to have given into hard temper could only have made matters worse, and might have converted a delicate into a disaster.

The problem is that Mrs Thatcher's show of serenity may rest on the assumption that nothing has really changed, and that despite all the fussing and puffing to come, she will get her way in the end. Such an assumption could prove deeply and dangerously mistaken.

The case for serenity is simple, and it falls into two parts. First, there is no consensus on the purpose of the constitutional conference which is to be held later this year. Is it to be a minimalist affair, aimed at introducing majority voting in a few Rome Treaty articles which are currently subject to unanimity? Or is it meant to be a maximalist enterprise, to introduce large new legislative powers for the European Parliament?

Deciding on this agenda is perhaps the most difficult step. For if it is too minimalist, the Danes or the Greeks may stay home, thus putting the kibosh on the project of getting any ratifiable agreement. The Luxembourgists, who have been seen as the proxy of the Community for the rest of the year, must be having (in the words of one diplomat) "70 different Six's".

Even if the Luxembourgists can lure all the member states to the conference, and keep them there, they still have the problem of shepherding them towards an agreement which can be ratified in all parliaments. Without such unanimity, the conference will fail. Mrs Thatcher may think she can rely on the German Chancellor to ensure that the Euro-fanatics scale down their aspirations to the minimalist end of the spectrum.

Since she does not want any

changes in the Rome Treaty, she may even hope that the conference will, at the end of the day, settle for the British Government's original proposals: a gentleman's agreement on more majority voting, but without sacrificing the right of national veto; and a more formal agreement on the coordination of foreign policy. Let the fanatics have their conference, but since the British ideas are obviously so sensible and realistic, why shouldn't they become the basis of an eventual agreement?

"A minority of Euro-Unionists succeeded in packing the rest into a conference," says one British official, "so some way must be found to enable Italy and the Benelux countries to satisfy their public's opinions. Meanwhile, we shall stick to our last in a patient and constructive spirit."

"There will be an enormous amount of froth," says another, "but we shall not be adopting a high profile. They must work out something sensible."

"Sensible" is the word which trips so easily off the tongues of British negotiators, and there is undoubtedly a lot to be said for being sensible. The most sensible thing the negotiators could have done would have been to agree on some immediate improvements in decision-making, even of a modest and pragmatic kind, for the sake of effectiveness and credibility; and to have conceded more changes to a conference later in the year.

But what was sensible before Milan, may no longer be quite so sensible now, as a negotiating strategy for an open-ended conference. For the question now is not just whether the Community will make "sensible" improvements in majority voting, but whether the conference will produce a result which the majority of the member states, starting with the original Six, can regard as a success.

Before Milan, there was very serious doubt whether the French or German Governments really wanted much more sweeping constitutional changes than Britain. The French Government, for example, was



Mrs Thatcher: conciliatory posture

prepared for a bigger role for the European Parliament, but not for joint decision-making: the last word must remain with the Council of Ministers.

But after Milan the position may change. The fact that the future of the Community does now hang on this conference will endow it with political resonance which may not be sensible, which Mrs Thatcher may think are silly, but which are part of the reality of the European enterprise and have been since it began.

Why will the British never learn? They took a superior view of Euro-froth 25 years ago,

when the Six started down this road; they went on taking a superior view of Euro-froth 27 years ago, when the Six formed the Common Market; and they are still taking a superior view of Euro-froth. By this time you might think it would begin to dawn on people that Euro-froth is essential for an understanding of the European character.

British officials may be tempted to scoff at the danger. The Six cannot abrogate their obligations under the Rome Treaty, and they cannot change it by majority decision, so what can they do?

They can adopt, and even ratify, a solemn declaration of political aspiration, but without

practical obligations; or they can adopt a treaty on policy areas not covered by the Rome Treaty, such as foreign policy, or culture.

But if they went for a pre-federalist treaty, like the Spinnelli draft from the European Parliament, which encompasses the competences of the Rome Treaty, they would face the prospect of two parallel treaties, with parallel institutions, and constant legal battles between two Courts of Justice. Such a result is such a recipe for confusion as to be scarcely conceivable.

But this kind of pragmatic demolition of the alternatives facing the Six is surely to miss the point. First, any new agreement limited to the Six, even if it appeared completely vacuous, would be a major political statement, with entirely unpredictable consequences for the longer term. Second, it would be open to the Six to conclude a treaty establishing a political caucus, with interpretations on the application of the Rome Treaty; among other things, it might denounce the Luxembourg Compromise and the right of national veto.

Third, in every single case, according to my hypothetical tree, Britain would be obliged to seek membership in the new inner grouping, because it could not afford to be in the outer. But it would do so too late, and by then the damage would have been done.

Mrs Thatcher now has little room for manoeuvre. She thought she would outsmart the unionists in Milan, but she underestimated the importance of Euro-froth. Her best option would be to stick like a shadow to the French and the Germans, in order not to be left out in the cold.

But she may not find it easy to discover what their real intentions are, because she voted the wrong way in Milan, and because she has sneered for too long at the Euro-rhetoric which remains a real if neglected talisman of the Six. Moreover, the British budget battle is over but not forgotten. For five long years she made them sweat; now she may have to learn to extol.

## Lombard

## Jobs—two straws not yet summer

By Samuel Brittan

IF THE editor allowed questions in headlines, the title of this article would be "Has the Unemployment Trend Turned?" The answer would be that, although one can be slightly more hopeful, it is still far too early to be sure of a turn or even a levelling off.

Those people who latch on to individual bad months, such as April, to make political points should feel suitably chastened that the "headline" June unemployment total fell by 62,000 and that the "underlying" seasonally corrected total, excluding school leavers, fell by 7,000 after a levelling off in May.

But those of us who stress the variability of month-to-month figures, whether for unemployment, industrial production, money supply or anything else, need to be more careful. If we take the last three months together, unemployment has still been rising at an average rate of 7,000. Over six months the average rise was 11,000. This compares with 12,000 in 1984 and a basic rise of less than 5,000 per month in the second half of 1983 when a false dawn appeared.

The Employment Secretary, Tom King, may say that this is the best month for five years; but if we take a half-yearly, or even quarterly, look the last part of 1983 was better. As a natural optimist, I would hope that there has been at least a levelling off. But my main basis for saying so would be my interpretation of the last full CBI Trends Summary in April, and I would want to see whether it was confirmed or weakened by the next full survey due this month.

A greater basis for optimism is the behaviour of vacancies, which after showing no clear trend in the first quarter of 1985, have been rising steadily in the second. They are now twice as high as at the recession low point in 1981. But before cheering too loudly, we might remember that the present level of notified adult adjusted vacancies of 175,000 (believed to be about a third of the total) is not all that much higher than the earlier peak of 188,000 achieved in October 1983, before a subsequent relapse.

One of the few predictable features is that there will be a scare headline when the September unemployment figures are published on the verge of the Conservative annual conference. This is because school-leavers become claimants in that month and enter the headline total. It would take a very clear-cut underlying drop indeed to prevent fresh scare headlines this September. This annual scare may have some value in reminding the political world of the problem that exists throughout the year, although the timing plays into the hands of the "wets".

There is an important non-debating point to be made about registered vacancies. The present figure of 175,000 corresponds to an unemployment total of 3.2m or 13.1 per cent. When vacancies were last at this level in early 1980, unemployment was 1.4m or about 5.5 per cent. Further back in 1971, some 175,000 vacancies were matched with less than 700,000 unemployed or about 3 per cent.

One does not want to lean too heavily on vacancy figures, which may record a different fraction of true vacancies over time. But for what they are worth, they suggest that a given state of the labour market is accompanied by far more unemployed than in earlier periods, suggesting in turn a greater mismatch between employment opportunities and the characteristics of the unemployed.

The vacancies evidence, together with indirect evidence of re-emerging capacity restraints on output, and skill shortages, reinforce the impression that the economy would have difficulty in absorbing a much larger increase in demand than the present upturn does not diminish too much in 1986, after allowing for the catching-up element due to the miners' strike.

But the majority of senior economic academics who told a recent survey that tight fiscal policies were at the root of high unemployment are a long way from the heart of the matter. Last September, for instance, the headline total jumped by 168,000, when the underlying rise was 22,000.

## British Telecom's private circuits

From the Head of Information Services, Central TV

Sir—I have just received a letter from British Telecom advising that X Stream private circuit costs are about to increase. I note with particular interest that British Telecom is "taking a number of steps to increase performance further." It needs to.

Experience since the beginning of 1985 on our main Kilostret route has, to say the least, been unsatisfactory. We have suffered three major down-times "owing to maintenance" of over two hours each in duration. No prior warning was received.

A test "loop" was left in one circuit by British Telecom engineer, rendering it unavailable for several hours.

Numerous failures in excess of 10 seconds have occurred.

Our estimate of availability for the current year, before the "CIRT" (Central Information Reporting Team) is introduced, is only 99.3 per cent. This is based on the assumption of no down-time at all during the next six months.

A. E. Salmon, Central House, Broad Street, Birmingham

## Psychological tests in recruitment

From Mr J. J. Q. Fox

Sir—In his article about the "use of psychological tests in recruitment" (July 4) Brian Gresham mentioned some of the ways in which tests can enable employers to identify better candidates.

Having used psychological tests for 20 years, we feel there is an added benefit which should be of interest to your readers. When applying for jobs, too many people are restricted by what they have done previously. Through the use of psychological tests, employers can identify people who have the potential to develop new skills and new careers. These people will be much more motivated, committed and keen to succeed than people who have become tied down by earlier and perhaps wrong career choices.

Employers, above all, need people who are intellectually and emotionally flexible, and these are qualities which can be assessed by tests for more effectively than through interviews or a candidate's track record.

Joshua Fox, Consultant Director, Career Analysts, 20, Gloucester Place, W1.

## Letters to the Editor

## Discrimination against men

From Mr M. J. Purches

Sir—I happily concede to Ms Allen (June) that pensions and medical benefits are not in the same league. The point is that life is full of inequalities, but women are not, as some organisations would have us believe, the only victims.

The Equal Opportunities Commission does indeed call for repeal of section 45 of the Sex Discrimination Act, but it has been unable to make much progress in 10 years, and so is forced to make guerrilla attacks on it by supporting individual cases. I predict that those cases will only be the ones of feminine interest, but we shall see.

Ms Allen is on dangerous ground with her speculation that the "lifestyle" of the two sexes may converge when women take on more demanding careers. It follows logically that women must be having an easier time of it at present, the mere suggestion of which may well cause apoplexy in feminist circles.

Michael Purches, Rush Common House, Alford, Leicestershire, P.S. Splendid cartoon!

## Transcripts in court cases

From Mr R. J. M. Morgan

Sir—I read with great interest and agreed fully with Rachel Davies's article on the availability of transcripts of court cases (July 1). To its timely observations I should like to add two more.

Firstly (and this was mentioned obliquely in the article), there is a plethora of reporters and transcribers within each division of the High Court and the Court of Appeal: there is, to my knowledge, no way of ascertaining with any degree of ease who is attached to a particular division when one gets a transcript. Much time is therefore spent in tracing the reporter and/or transcriber, and even when one does, the transcript may not be ready for several months.

Secondly, there is the curse of the long-term or permanent transcript. Many of the important points of law and the bone of practitioners and students alike. It is not unknown for a reported case to have been decided six or seven years beforehand and

only to have been reported because it was applied in a subsequent case.

I am sure that these observations and those of Rachel Davies are not exhaustive: cannot the Lord Chancellor (as minister of justice) introduce a central reporting system to which inquirers can be referred when attempting to trace transcripts and with a brief to ensure that all noteworthy cases are included in the leading law reports? There must be radical improvement for the administration of justice, and the continuing legislative and common law developments which provide it with work, will not slacken pace just to suit an outmoded system of reporting. Whether the adage that "ignorance of the law is no defence" is

Robert Morgan, 7 Vere Street, W1.

## Britain's role in Europe

From Mr P. W. Grange

Sir—Your editorial on the EEC dispute (July 1) summarises the points of disagreement but fails to suggest a solution. In the final analysis the UK can do one of three things: pull out altogether, stay in as some kind of associate member, or agree with the majority to progressively reduce the right of veto.

If we pull out we might apply for cinser ties with the U.S., but even assuming they wanted us we would then find ourselves stuck with their foreign policy. The associate membership is a poor compromise—however a decision to go along with the others to accept majority votes would bring significant benefits in the long run.

Our logical course of action should be to further strengthen the EEC. With the entry of Spain and Portugal the Community is now commercially more powerful than either the U.S. or the Eastern Bloc. If eventually welded into a genuine federation, it will be in a position to exert a stabilising influence on foreign affairs which would be to everyone's advantage, particularly to our younger generation who would otherwise have no future at all.

We are currently the only major EEC country out of step when we could otherwise be helping with the formation of a really effective group.

P. W. Grange, 52 Collinswood Drive, St Leonards-on-Sea, E. Sussex

## No power to block our partners

From the chairman, Conservatives Against the Common Market

Sir—So Mrs Thatcher is angry with our European partners! Furthermore she believes that she has power to block our being subsumed into the proposed Euro-megastate.

But this is not the opinion of the Spinnelli committee which drafted the treaty of union; they believe that Britain can be forced into the union against its will if a majority of states representing two-thirds of the population agree (see Article 82).

As the only three states opposing unification (Britain, Denmark and Greece) represent less than one third of the total population, it appears that the unionists have already got their required majority.

Our European partners see themselves as our bosses; they may try to deal with us as the southern states of the U.S. and Biafra were dealt with when they tried to secede from the unions in which they were enmeshed.

Mrs Thatcher had better wake up before it is too late!

R. E. G. Simmerson, 36, Wilton Avenue, Chislehurst, W.A.

## Profligacy

From Lord Killearn

Sir—Nowadays governments—or at least our Government—inflate the money supply by creating extra credit through the banking system.

Henry VIII and Charles II did it through the Royal Mint; Asquith through the Treasury by Brundage notes.

Nobody suggests that deficit financing of government activities—the "printing press"—is a good thing, but why acquire an additional substantial, continuing (and unnecessary) interest charge in the process?

Killearn, House of Lords.

## Smoke signals

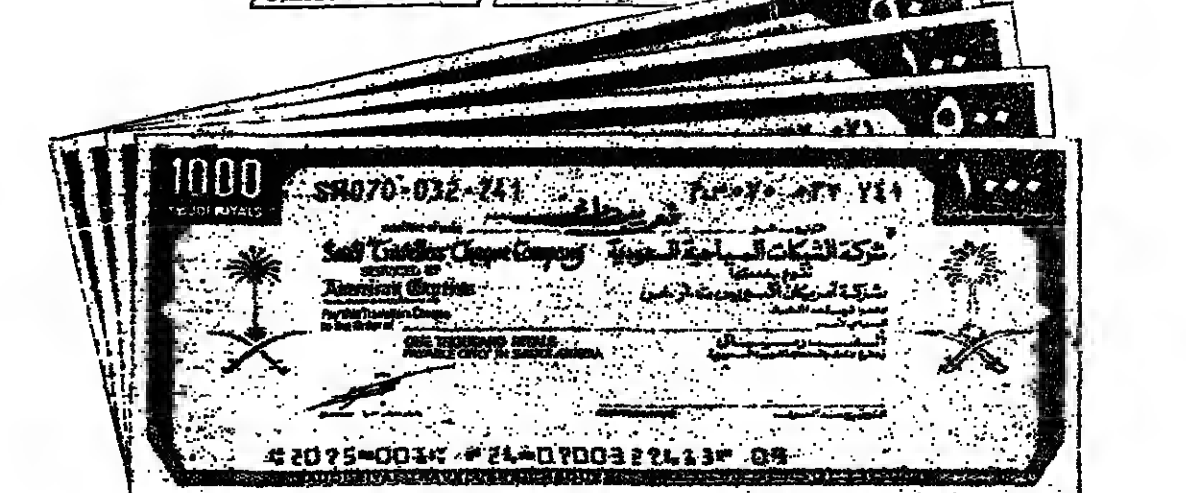
From Mr H. Anderson

Sir—"Battlefront" advances on smokers in America" (July 2, page 3). Is this attack on a great working tradition to be extended to the UK? Ever since Raleigh, the drift of smoke over closed toilet doors has been a hallowed and integral part of the "comfort" break.

Excuse the Americanism. Or could it be that you meant to say conveyances?

Hamish Anderson, Department of Exergy, Aberdeen.

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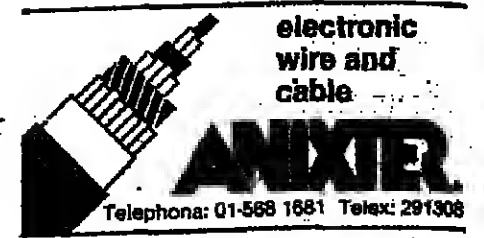
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# FINANCIAL TIMES

Monday July 8 1985



Terry Byland on Wall Street

## Hopes rest on service industries

THE SHADOW cast over corporate earnings prospects by the sluggishness of the U.S. economy deepened a little more at the end of last week, as Wall Street scanned the latest employment statistics. Brokerage analysts stepped up their search for companies with above-average earnings records, and commitment to sectors thought less vulnerable to an economic slowdown.

The distinction between the manufacturing sector, which seems more vulnerable to an economic slowdown, and the service industries, which continue to prosper, often simplifies itself into a matter of corporate size. The manufacturing sector, reflected in the market index by trends in the major market indices of Dow Jones and Standard & Poor's, features the larger sized U.S. companies. In almost natural contrast, the service sectors incorporate a host of small company names, many trading on the Nasdaq over-the-counter markets.

Seen in this light, it is significant that the larger capitalisation stocks have been more erratic in recent weeks. Although market indices have pushed through to new peaks, they have responded quickly and nervously to the ebb and flow of federal economic data. The smaller stocks have been more resolutely pessimistic over the past month or so, and have now given back all the above-average gains of the rally at the beginning of the year.

Now, with analysts scaling down profit forecasts for the industrial stocks, the time may be ripe for reassessment of some second line service stocks.

The market pundits predict falls of up to 6 per cent in the second quarter in manufacturing sector profits. Yet Smith Barney, Harris

Upman estimates that the S & P 500 stocks continue to trade on a prospective earnings ratio of around 11.7.

This contrasts sharply with the many smaller, service industry stocks, trading on well under 10 times earnings, despite solid forecasts of profit gains for the full year of 10 per cent to 20 per cent.

It may be, of course, that the confidence in the service sector is misplaced, and that its corporate profits outlook will fall into line with that of the industrial stocks. But the display between manufacturing and service industry stocks is too great to be ignored.

Some stocks have already begun to respond to increased institutional interest. Longs Drug Stores, operator of retail drug stores in California and throughout the U.S., is close to its 52-week peak and selling at 15.5 times estimated earnings for 1985. Its strength is based on expectations that earnings will rise by 14 per cent this year and perhaps 12 per cent next year.

A better buying opportunity may be American Bakeries, also a mere \$2 off its 52-week peak but available on under 9 times the profits estimated for 1985 by Smith Barney.

With sales till under \$500m, American Bakeries has a strong earnings record and prospects but the stock price has been held back by the cost of acquisitions. The board's plans to reduce unit by a private placing of 500,000 shares threatens to dilute the equity. If the service sector meets the same kind of slowdown as manufacturing industry then Bakeries may find it is hard to generate the extra earnings for the placed shares. But, in the meantime, the low earnings multiple is a major attraction.

Another prime candidate is Heck's, the West Virginia based distributor which is emerging from a costly programme of store modelling. The stock is midway in the 52-week range and the low earnings ratio has yet to reflect the turnaround in profits expected this year. By 1986, Heck's could be earning \$2.00 a share, compared with the loss of 88 cents in the last fiscal period.

Heck's stock price has been held back by the slow remodeling plans. But they are now well advanced, and financed by low interest bearing industrial development bonds. Like American Bakeries, the stock has plenty of room to grow if the expected profits come in, and yet plenty of leeway if the service sector fails to measure up to market expectations.

AT LEAST 50 PITS MAY CLOSE IN PLANNED FOUR-YEAR PROGRAMME

## UK coal output to be heavily cut

BY JOHN LLOYD, INDUSTRIAL EDITOR, IN LONDON

THE UK National Coal Board (NCB) is to open a massive programme of closure of exhausted and uneconomic pits with the aim of cutting out some 30m tonnes of old capacity over the next four years.

Of that, nearly half—some 13m to 14m tonnes—will be pits that are clearly exhausted or very near to exhaustion. The remaining 16m to 17m tonnes will be uneconomic capacity—pits where substantial reserves remain, but where no prospect is likely of break-even or profit.

The board's aim will be to stabilise output at about 90m tonnes of deep mined capacity, with a further 15m-16m tonnes being provided by open-cast coal. It believes that that output target will match existing market realities and that growing production from large pits where there has been new investment will progressively reduce the need for unprofitable production.

That perspective will form the basis of a new "Plan for Coal"—replacing the plan that was a key issue in the recent year-long miners' strike. It has already received outline approval and is likely to be approved by the board in the next month.

The cuts will fall hardest on the "peripheral" areas of Scotland, South Wales, the north-east of England and Kent, south-east England. The board will fight shy of putting precise numbers on the capacity cut, but it will mean the closure of at least 50 pits and the loss of at least 50,000 mining jobs.

The board will attempt to "front-load" the cuts—that is, make as many closure announcements as possible in the next two years. That is for two reasons. First, the Coal Industry Bill specifies a two-year period within which the board must return to profit and provide its own funds. Second, board officials believe that the National Union of Mineworkers (NUM) will be unable to offer any effective opposition to a closure programme over that period.

A further weakening of the NUM, after its failure in the pit strike which ended in March, came on Friday with the decision by leaders of the 27,000 Nottinghamshire miners—most of whom worked through the strike—to form a breakaway union.

The NCB is set to open talks with the breakaway union with a view to paying its members a premium over other miners, and to restructuring the payments system. The board's aim will be to create a new wages structure in the coalfield to give higher bonuses payments to the key face workers while ensuring that all the NCB miners enjoy a "loyalty differential" over other areas.

In discussions on the coming wage negotiations, the board has already developed the strategy of linking wage increases with productivity, thus increasing the differential between areas. The NCB development now means that a new productivity-based wages structure, long an aim of Mr Ian MacGregor, the NCB chairman, is likely to be attempted, at least in that coalfield.

The NCB's most senior managers have received strong backing for their plans for the industry from Mrs Margaret Thatcher, the Prime Minister, who entertained them to dinner at Downing Street at the end of June.

Mrs Thatcher was particularly keen to encourage the board to develop further its NCB enterprises

subsidiary, which has received £10m (£12.3m) funding and is charged with providing new jobs in areas hit by pit closures.

The board has already made clear that closures will go ahead, on economic grounds, without the agreement from the mining unions on a revised colliery review procedure. However, the NCB will adhere to the old review procedure, and will provide an adjudicator as a court of final appeal on closures that are opposed by the union.

The NCB decision to form the coalfield's own union marks the first break in the unity of the NUM since it was founded in 1944. NCB officials believe the rift is now deeper than in the 1920s, because of the desire of groups of workers in either fields to join a new, moderately-led federation.

The group of miners and craftsmen in the north east of England which has already broken away from the NUM—the Colliery Workers and Allied Trades Association—will join with the NCB union. It may be followed by Leicestershire, South Derbyshire, the clerical section, Cosea and groups from other coalfields.

## Phillips Petroleum to sell 35% stake in North Sea's T-Block

BY DOMINIC LAWSON IN LONDON

PHILLIPS PETROLEUM, the U.S. oil company, is this week to begin an auction of its 35 per cent stake in T-Block which contains one of the largest accumulations of oil remaining to be developed in the North Sea.

The sale forms part of a plan by Phillips to raise \$2bn by asset disposals, to fund the capital reconstruction used to fend off Mr T. Boone Pickens, the U.S. corporate raider.

T-Block is one of the most complex areas in the North Sea and despite the drilling of 15 wells since the discovery of an oilfield in 1976 the method of development is still undecided. The area contains between 300m and 700m recoverable barrels of oil in four separate accumulations.

Despite the area's complexity, an oil industry executive said: "Everyone will want to look hard at this rare opportunity." Most preliminary industry estimates put the value of Phillips' stake at about \$100m, with some going as high as \$200m. In either case, it is the biggest

North Sea asset sale since British Petroleum sold 13 per cent of its Forth field in 1983.

Phillips' partners, however, have pre-emptive rights enabling any of them to take over Phillips' stake by matching the highest bid in the auction. The other partners are Agip of Italy, with 17.9 per cent; Petrofina of Belgium, 30 per cent; Century Power and Light with 8.8 per cent; and Lasso with 8.5 per cent.

The two U.S. partners, Century and Lasso, are believed to have held talks about pooling their resources to match the highest bid in the auction, but should Century and Lasso succeed the group as a whole would then have to decide which company should operate and develop the field. Currently Phillips is the operator.

Britoil, the UK's largest independent oil company, struck a \$300m deal with Texaco last month to buy into and operate a Texaco North Sea block containing oil. Britoil's evident desire to increase its presence as an operator of North Sea developments makes it a likely con-

tender for Phillips' stake. British Petroleum is also seen as a potential high bidder.

The value of the bids will depend in large measure on how quickly the industry believes the fields could be developed, with production before 1990 a likely goal for any successful bidder. The largest field within T-Block, Tiffany, would cost about £800m to develop according to stockbrokers Scott & Co. Layton. If all four fields were to be developed the capital cost would be at least £1.8bn, the brokers estimate.

This week Phillips opens up a data room on T-Block containing all the geological evidence the industry will need to make its bids.

Phillips has now completed \$33m of its \$2bn programme of asset sales and the company said last week that it expected to have "closed sales" worth \$1bn by the end of the year. Phillips added that it had no plans to sell other parts of its interests in the UK sector of the North Sea, although it is negotiating to sell its interests in the Dutch sector.

## U.S. to consider unitary tax ban

By Nancy Dunne in Washington

MR JAMES BAKER, the U.S. Treasury Secretary, is now considering whether or not to propose Federal legislation prohibiting the controversial state practice of taxing multinational companies on the basis of their worldwide earnings.

It has been more than 11 months since Mr Donald Regan, the former Treasury Secretary, gave the states which employ unitary taxation one year to make "appreciable progress" in ending the practice before recommending federal legislation that would impose such a ban.

Mr Baker, with other Treasury officials, is now studying the progress and is expected to make a recommendation by the end of the month.

Meanwhile, the state governments have been the focus of tremendous foreign pressure from multinationals which have threatened to limit expansion within their states or even to relocate to friendlier environments.

Since last July 30, six states have ended the practice of taxing foreign corporations on the basis of their worldwide earnings, and six have yet to act.

California is considered the key hold-out. There the state Senate last month passed a Bill allowing foreign companies to select unitary taxation or to elect an alternate "water's edge approach" which views a corporation's state activities as wholly separate.

A bipartisan working group of California legislators and state agency heads has been considering various schemes that would satisfy both foreign and domestic corporations and, at the same time, promote Californian trade. One proposal would assess an annual "election fee" for those corporations which want their taxes assessed through the "water's edge" method. The funds raised through the fee—an estimated \$150m a year—would finance various state trade and development programmes.

California has moved repeatedly towards repeal, and came within a whisker of getting it passed last year. It is not certain that this year will bring success. The state legislature will take a one month summer recess on July 18. The final deadline for modifying a Bill in committee is August 30.

But Mr Baker's decision must be made well before that time.

He, unlike Mr Regan, is not facing the pressure of presidential politics, and he may decide that a proposal for federal legislation might be just what is needed to get the remaining unitary tax states to act.

THE LEX COLUMN

## Boiling oil for chip-makers

Amid the chaos and hysteria of the last fortnight's stock market assault on the electronics sector, one clear industrial factor stands out. British companies such as STC and Thorn EMI, through its Immos subsidiary, have been savagely hit by the latest slump in the world semiconductor, or chip market. Immos is not the only company laying off employees and working short-time; the research group Databank estimates that more than 14,000 people worldwide have been made redundant in the last six months, a reduction in employment of about 20 per cent.

As surely as night follows day, slump follows boom in semiconductors. And when the slump comes, manufacturers are left with plant that is almost as expensive sitting idle as it is at full capacity. A typical wafer fabrication plant costs between \$100m and \$200m to build—and in five years, it will probably be obsolete. When a customer can buy a chip for as little as 50 cents, it is not surprising that suppliers have to go for high volumes to recoup their investment. Both U.S. and Japanese suppliers, who between them have nearly 90 per cent of the \$28bn market, invest heavily in production technology to stay ahead.

Last year, encouraged by the excess of demand over supply, the industry invested over \$5bn. This year, the figure is likely to be far lower, but the big companies still hope that they can cut costs enough through capital expenditure to force the smaller fry out of the market.

### Oversupply

There remains a painful problem of oversupply, especially at the least sophisticated or "commodity" end of the range. With very high fixed costs and negligible marginal costs, producers are prepared almost to give their chips away. The price of a 64k dynamic random access memory (D-RAM) chip has fallen from around \$3 at the end of last year to as little as 50c. The more complex 256k D-RAM can be bought for \$2.50 compared with \$18 eight months ago. At these prices, there is little, if any, profit margin left.

Along with this oversupply, the industry has faced a fall-off in demand. Of the four main chip-using sectors—computers, consumer goods, telecommunications and industrials—the first seems to have enough trouble selling its existing stocks without making many more.

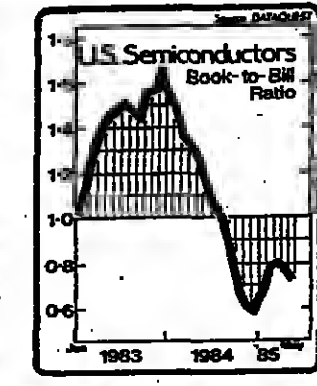
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And the second is seeing its sales slow down, albeit less dramatically. The industry's book-to-bill ratio, which measures the relationship of orders to production, has been less than one since last summer. Since prices fell by about 20 per cent a year in normal markets because of falling costs, the ratio should ideally average more than unity.

Financially, chip-producers are being hit from all sides. Expensive payments on equipment leasing eat into cash flow and if machines have been bought, they have to be depreciated over periods as short as five years, taking large chunks out of profits. Meanwhile, as capital expenditure strains the balance sheet, the fast-falling value of stocks is running down assets.

What makes this slump worse than the rest is the scale of expenditure needed to rise out of it. Until recently, companies could make money producing a commodity chip for three or four years until the next generation superseded it. Now it looks as if life cycles are shortening. The 256k D-RAM, for instance, has only been around for a year and already, consumers are holding back to buy the 1000k version, which should hit the market this year. At the same time, production of these more sophisticated chips is becoming more expensive. Soon, only the very biggest players in the commodity chip game, like Texas Instruments, Motorola, NEC and Hitachi, will have large enough economies of scale to be able to make money out of it.

It may be surprising, given how gloomy the picture is, that UK companies are involved at all. Some, such as GEC and Plessey, have stayed out of the commodity end, finding themselves niches in specialised chips, many of which they use in-house. Ferranti concentrates on semi-custom chips—tail-

ored to specific customers—an area which has been partially insulated from the havoc at the bottom end.

In the UK, Immos and STC have been the worst hit. Both make standard chips and have seen the prices of their products at least halve this year. Neither can hope to compete on the scale of the large U.S. or Japanese producers, and Immos admitted as much on Friday when it announced that it would source its D-RAM production from Japan and Korea.

Until Immos's transistor, or computer on a chip, comes on stream, profits will be hard to come by. STC, meanwhile, is busy investing \$50m in a factory which will have to produce sales three times as large as the whole of STC's semiconductor division last year for the investment to be recouped—a difficult enough task in a good market.

The national policy arguments which led the NEB to fund Immos in the first place are still respectable. To some extent, improvements in chip design dictate advances in equipment design. And some people argue that custom chip producers need to be involved in improved technology at the bottom end of the market to keep abreast of the top. Finally, while it may be easy to buy chips now, ensuring a constant supply during a boom could be impossible without a domestic producer.

### Co-operation

While UK production may be in the national interest, though, it is unlikely ever to be in an individual company's economic interest. No British supplier, except of the most specialised semiconductors, is ever going to be able to make decent returns over the long run because its fixed labour costs will be too high and its market too small. Even the European market, fragmented as it is, only accounts for just over 15 per cent of world semiconductor consumption. The irony is that if a British producer were big enough to survive and contribute to the national interest, it would have to sell most of its products in the U.S. and Japan. And European companies have not proved successful there. In the world's top 10, the only European chipmaker is Philips, which won its place by buying the U.S. manufacturer, Signetics. Ideally, Europe needs cross-border co-operation, a goal which is probably as difficult to achieve in chips as in fighter aircraft.

## Mexican opposition in pre-poll protest against election 'fraud'

BY DAVID GARDNER IN HERMOSILLO

MEXICO'S right-wing opposition National Action Party (Pan) blocked municipal elections across the north-western border state of Sonora at the weekend as Mexicans prepared to vote in what is widely seen as the most important test faced by the ruling Institutional Revolutionary Party (PRI) in 45 years.

The blockade was the latest attempt to protest against the electoral fraud Pan alleges is being prepared to deprive it of winning the governorships of Sonora and the central northern state of Nuevo Leon. The protests affected all Sonora's main towns, but by the time the polls opened yesterday morning army and police units had dispersed all of them except in Hermosillo, the state capital, and Agua Prieta, on the U.S. border, where frontier traffic was being stopped.

Agua Prieta, a town of 50,000 held by the PRI 36 years ago, in the aftermath of the Mexican revolution. Since then the party has held power without interruption.

The elections are the mid-term contest for Congress, seven of 31 state governorships, and more than 800 town halls. The PRI's hold on power is not at stake, but it faces an unprecedented challenge from the right at a time when its prestige is

at an all-time low because of the mismanagement and corruption preceding the 1982 financial crisis and the austerity which followed.

President Miguel de la Madrid took office in 1982 promising more democracy and clean elections in a bid to reverse the PRI's unpopularity. But after losing a string of major cities to the Pan in 1982-83, the PRI again resorted to ballot rigging.

The PRI has never lost a state governorship before, though on at least two well-documented occasions it lost the vote.

Pre-election argument has, therefore, centred on the function of voting in Mexico's de facto one-party state and whether, if Pan victories are honoured, this will signal the end for the PRI.

In Sonora, Pan officials charge that attempts are already being made to wipe out what they say is a four-to-one margin in its favour. Some 19 of the candidates they put up in 63 municipalities have been disqualified on legal grounds, and PRI-controlled local electoral commissions have denied credentials to Pan election observers.

The Pan's other charges are that the electoral register has been deliberately padded in pro-PRI areas. Pan officials have shown reporters copies of electoral rolls with duplicated names. In Divisadero,

64 out of 208 voters are doubles, while in the mining town of Cananea, there are 22,239 voters out of 27,000 inhabitants, although, on average, 60 per cent of Mexico's population is below voting age.

● The PRI has deliberately reduced the number of voting booths to deter voters in Pan areas. The total has been cut from 1,135 in 1982 to 1,059 now. In Ciudad Obregon's seventh district, there is now one booth to accommodate 8,000 voters where there were three for 8,000 in 1982, when the Pan got 82 per cent of the vote. Pan officials claim voting there would take five-and-a-half days at one voter a minute, and this at temperatures which reach well into the high 40s at this time of year.

The Pan was expecting trouble yesterday in Hermosillo's Section 54 shanty town area, where their populist candidate for governor, Sr Adalberto Bossa, has picked up strong support despite the PRI's identification of the Pan with big business. In this area there are four booths, against seven in 1982, to accommodate 14,000 voters.

Sr Norberto Correll, Sr Bossa's campaign manager, said: "There is going to be trouble and we are not going to stop it. Army and police units were on full alert in anticipation of violence."

● The PRI has been losing support in the mining town of Cananea, where there are 22,239 voters out of 27,000 inhabitants, although, on average, 60 per cent of Mexico's population is below voting age.

## New attack on Thatcher

Continued from Page 1

Mr David Howell, former Tory Transport Minister, said that all the main indicators—unemployment, interest rates, taxes and inflation—had to fall by next year if the Government was to win the next general election.

The CBI said that the present buoyancy of the UK economy was based on many orders won by British businessmen before January's 4.5 percentage point jump in interest rates and the subsequent strengthening of sterling.

Although the CBI's own economists recently forecast real economic growth of 4 per cent this year, industry will not prosper in

an environment in which exchange rates appreciate by 20 per cent in a few months and when the pound stands at a two-year high against the D-Mark.

The CBI has been particularly incensed by the dusty answer from Mr Lawson to its demand, voiced nearly a month ago, for an immediate cut of two percentage points in interest rates. Yesterday's broadside specifically rebukes the Chancellor for "over-reaching himself" with his response—that employers should help themselves by restraining pay increases, instead of seeking lower interest rates from the Government.

## World Weather

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CREDITS

**Euronotes now part of the financial scene**

BY PETER MONTAGNON, EUROMARKETS CORRESPONDENT, IN LONDON

BUSINESS in the Euronote market continued to race ahead in the first half of this year, according to new figures compiled by the Euromoney Capital Markets Guide.

Euronotes, whose figures are currently the most comprehensive indicator of the level of market activity, reckons that new facilities issued in the first half totalled \$18.7bn, more than the \$17.4bn arranged in the whole of 1984.

Also \$7.2bn in new deals are now awaiting signing, which makes a grand total of \$25.9bn for all deals launched since 1978.

Bankers warn that these raw figures alone are somewhat misleading - only about \$10bn in actual drawings have so far been made on Euronote facilities and many simply represent a consolidation of existing credit lines by borrowers. But many say that this year's activity appears to have established the Euronote concept as a permanent part of the international financial scene.

In volume terms, BankAmerica was the largest arranger of facilities in the first half with a total of \$3.6bn. It was followed by Credit Suisse First Boston with \$3.24bn, Merrill Lynch (\$2.86bn) and Citicorp (\$2.13bn), but a more relevant statistic may be that showing how U.S. and Australian corporate borrowers dominated the scene in the first half of the year.

U.S. borrowers signed facilities worth \$7.45bn, which accounted for about 40 per cent of the total market, while Australian issuers arranged facilities worth \$3.3bn. Also high on the list were UK borrowers with \$1.85bn and Swedish borrowers with \$1.43bn.

Last week, however, it was very much the British borrowers' turn again. As already reported, facilities or credits were announced by a number of corporate names includ-

ing Blue Circle, Pergamon Press, Land Rover-Leyland and Club 24, the consumer finance unit of the J. Heyworth clothes retailer. (Only one of these deals, that for Blue Circle will be caught by future Euromoney figures, which exclude bank-ers' acceptances and straight-forward credits.)

Bankers say that a broad range of British companies are now beginning to follow the lead of their U.S. counterparts and putting their toe in the water for these new style facilities, which allow them to refinance existing standby lines at lower cost.

Future borrowers are expected to include Trusthouse Forte and Grand Metropolitan, though neither had awarded a mandate by the end of last week. Some companies may additionally be attracted by the very fine average price of 6 1/2 basis points below Libid obtained by ICI on the first drawing under its \$400m facility last week. But one factor prompting a degree of reserve among second-tier companies is that commitment fees on note facilities have risen since the Bank of England ruled in April that banks should provide capital backing for their underwriting commitments.

For some borrowers this has eroded the cost advantage of a note issue over a traditional standby line. Elsewhere, Greece's Public Power Corporation has now invited banks to submit bids on a \$180m, eight-year credit for which it would like to pay a margin of only 1/2 per cent over Eurocurrency rates. This proposed margin has provoked much negative comment in the market. Many bankers believe that Greece is now over-borrowed, at least relative to lending limits of creditor banks, and needs to offer a considerable element of 1/4 per cent in any new deal.

INTERNATIONAL BONDS

**New York surge puts traders in a spin**

BY MAGGIE URRY IN LONDON

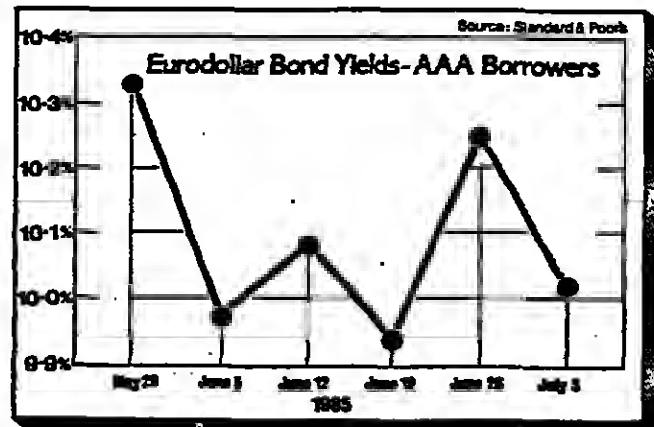
ANY EUROBOND trader who thought Friday was a good day to go to Wimbledon was badly wrong-footed. First a thunderstorm sent spectators running for cover; then their colleagues back at the office had to scurry to cover any short positions when the New York market unexpectedly surged by more than two points.

The Independence Day holiday on Thursday should have guaranteed a quiet end to the week. But with bond dealers in New York - at least those that had returned to work - pushing the market strongly ahead, the Eurobond market suddenly came to life again. Both the primary and secondary market were well up on Friday afternoon - although as usual the rise was much more sober than in the U.S.

As a result some of the new issues that had been served up earlier in the week and looked as if they were out of court, swerved to trade inside their fee discounts. Those issues which had been trading inside their fees already - such as Deutsche Bank's two deals - were looking like winners by the week-end.

Altogether the market is looking much more comfortable than it did two weeks ago. Even before Friday's run, yields had come down significantly, but today should see a lot more action if the New York rise is sustained. Paper already issued still looked cheap against U.S. Treasury yields at Friday's close. The only drawback is that when Europe lags a New York rise it makes arranging swaps for new deals tough. Even so a number of borrowers are prepared to forget them because of the floaters' other attractions.

The downward trend in interest rates helped floating rate notes to firm on Friday, too, and even the little-loved rate-capped issues were beginning to pick up. Many of these



deals - including last week's two for Bergen Bank and Bank of Yokohama - have traded outside their

GBP Bank bond average	
	Previous
July 5	103.523
High	103.5
Low	103.440

gross commissions. To certain types of investor, particularly the large Japanese banks, they are now looking distinctly cheap.

A bank with a huge floater portfolio can usually find room for a small commitment to unusual deals such as these floaters, where a maximum interest rate is fixed. With the top rates set in the 12 1/2 per cent to 13 per cent area and interest rates falling, the maximum coupons look far off and some investors are prepared to forget them because of the floaters' other attractions.

First these floaters generally offer a better margin over the reference rate than conventional uncapped issues. And, unusually for floaters, many offer a number of

years' call protection, sometimes the full life of the issue. Most conventional floaters are callable after a year or two and, as investors are discovering, many borrowers are now repaying floaters issued when margins were higher. Denmark taught the lesson again last week, calling its perpetual floater, issued only a year ago, because it has borrowed more cheaply since.

If these capped floaters do pick up further, no doubt many more borrowers will launch deals, attracted by the gains to be made by selling the caps on to the hordes of willing buyers who want to protect themselves against interest rate rises.

Excitement in the U.S. dollar sector has been matched by action in the Australian dollar market. A strong rise in the domestic market, high coupons and a general confidence in the currency has made for continued interest from the European retail buyers. The sector, which consisted of a couple of dozen issues only a few weeks ago, has blossomed into a market where more and more banks are trading.

EUROMARKET TURNOVER			
Turnover (\$m)			
Primary Market	Conv	FRN	Other
U.S.\$	2,386.4	231.2	3,688.4
Prev	2,838.9	1.0	248.9
Other	1,181.1	—	341.2
Prev	822.3	15.5	218.3
Secondary Market			
U.S.\$	22,967.0	842.8	14,754.1
Prev	12,174.9	818.1	12,088.3
Other	4,115.7	72.3	310.9
Prev	3,276.0	69.4	467.8
Total			
U.S.\$	14,023.4	32,340.5	45,383.9
Prev	10,784.6	26,899.6	35,884.2
Other	4,378.4	2,588.8	7,648.2
Prev	3,207.5	2,015.3	6,228.8

Week to July 4 1985 Source: ABO

However, there is the danger that too many deals might come at once, and on too fine terms, for the distribution channels to be able to keep the paper moving through to investors.

There were some signs of that happening last week when the South Australian Government Financing Authority asked for finer terms on an issue than ANZ Banking had achieved. Hambros Bank was the unlucky winner of the mandate and even though fees in this sector are higher than for U.S. dollar Eurobond new issues, this one rapidly fell to a level outside the 2 per cent commissions.

Friday afternoon saw a \$400m deal from Swiss Bank Corporation (Australia) which, like its U.S. dollar issue earlier in the week, does not have the usual syndicate structure. SBCCI is the sole lead manager, there are no co-managers and only a group of underwriters.

The market for European currency unit bond issues has recovered from its dizzy spell to give a warm welcome to three issues this week. Walt Disney's deal was undoubtedly

best of the crop, trading above its issue price, but those for Scandinavian Airlines System and Credit Commercial de France were close behind. In the secondary market prices were up by as much as a point last week.

The D-Mark bond market is also more cheerful, with prices last week up by 1/2 point to 1/4 of a point. Equity warrant issues especially those for Japanese borrowers, but also for German companies, were showing strong rises as both equity markets moved ahead.

However, the Export Development Corporation dual-currency issue - the first in the D-Mark Eurobond market - has not met much demand.

Due for launch today is the first yen dual currency issue, a ¥15bn deal for Farm Credit Corporation of Canada. This will have a coupon paid in yen of 8 1/2 per cent, while repayment will be made in U.S. dollars at an exchange rate fixed at current levels, to give a redemption amount of around U.S.\$60m. The deal is led by Goldman Sachs with Nomura International running the books, and some other co-leads may join the group. It is to be linked to a swap which will give the borrower Canadian dollars.

The Swiss franc foreign bond market has lagged behind other sectors with prices barely up last week. New issues have generally met a good response, with UK companies seeming popular. Sumitomo Bank's success in the Eurodollar convertible market - where its issue is trading around 107 1/4 - looks like being followed in the Swiss franc market. The indicated yield of 1 1/2 per cent on the deal is low by Swiss standards. Investors who find it difficult to buy the shares in the Tokyo market are able to increase their exposure this way.

**Turner attacks CBS share buy-back**

By William Hall in New York

MR TED TURNER, the Atlanta broadcasting entrepreneur who is trying to take over CBS, the biggest television network in the U.S., has attacked CBS' plans to buy back more than a fifth of its shares.

Mr Turner's Turner Broadcasting System (TBS) is seeking the help of the U.S. Federal Communications Commission (FCC) to block CBS' defensive strategy.

TBS is asking the FCC to declare CBS' move in violation of the communications Act and to accelerate TBS' pending application to ensure CBS shareholders have an opportunity to consider the offer, which is valued at \$514bn.

Mr Turner says CBS' recapitalisation plan attempts to emulate TBS' offer by proposing to sell some CBS assets, reduce corporate overhead and increase the return to shareholders. However, he says that "CBS' offer takes away far more than it gives shareholders. The poison pill provisions take away the shareholders' control over future CBS decisions." TBS is vigorously challenging the legality of these CBS moves as a transfer of control requiring prior FCC approval.

**Argentine bank forced to close**

BANCO JUNCAL, a small Argentine bank with 18 branches and approximately \$5m in assets, was ordered to be closed by the central bank on Friday, marking the 10th such closure since April.

No reason has been given for the closure, but Banco Juncal officials said the central bank objected to its high proportion of fixed assets.

All of these Securities have been sold. This announcement appears as a matter of record only.

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Monday July 8 1985

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BANKING, FINANCE  
AND INVESTMENT

Dutch bankers are pursuing a prudent path amid the financial world's rapid changes. Whether Holland can avoid a more aggressive environment and still compete internationally, remains to be seen.

## Sector faces new pressures

BY LAURA RAUN

WITH CENTURIES of international finance behind them, Dutch bankers are taking much of the current turbulence in world banking in their stride. The commercial bankers grumble, of course, about escalating competition from foreign banks, the proliferation of near-banks and the encroachment of other financial institutions.

Their counterparts in the other sectors retort, however, that the blurring of distinctions between financial institutions merely puts everyone on a more equal footing.

After all is said and done the Dutch banking community seems unlikely to permit any open warfare like that accompanying deregulation in the U.S. Mr W. E. Scherpenhuysen Rom, chairman of the Nederlandsche Middenstandsbank (NMB), and also head of the Dutch Banking Association, observes that "this is not cut-throat competition."

The Dutch, by nature, dislike confrontation and prefer compromise whenever possible. Thus, bankers here sometimes appear complacent in the face of one of the biggest threats—the invasion of foreign banks armed with fancy, high-tech products.

The bankers along Amsterdam's Herengracht explain that they always have faced outside competition because of the historically open nature of the Dutch economy, allowing some of the freest capital flows in Europe. Still, foreign banks lifted their share of the Dutch market by a sizeable 63 per cent last year to 33 per cent.

Major international banks such as Chase Manhattan and Credit Lyonnais have taken full control of Dutch banks while others such as Citibank have stepped up activities through their branches. The American banks, in particular, are wooing away prime corporate clients with sophisticated, computerised services such as global cash-management programmes.

## Services

Because of their advanced hardware and software as well as worldwide presence, these international banks can offer unparalleled products at affordable prices.

Mr Scherpenhuysen Rom of NMB, the third largest commercial bank in Holland, admits that "the foreigners are trying to perform more functions," thus sharpening competition and pressuring margins for Dutch banks.

Citibank has carried out an intensive internal reorganisation of Dutch operations with an eye to carefully tailoring and marketing services and products for corporate clients. But

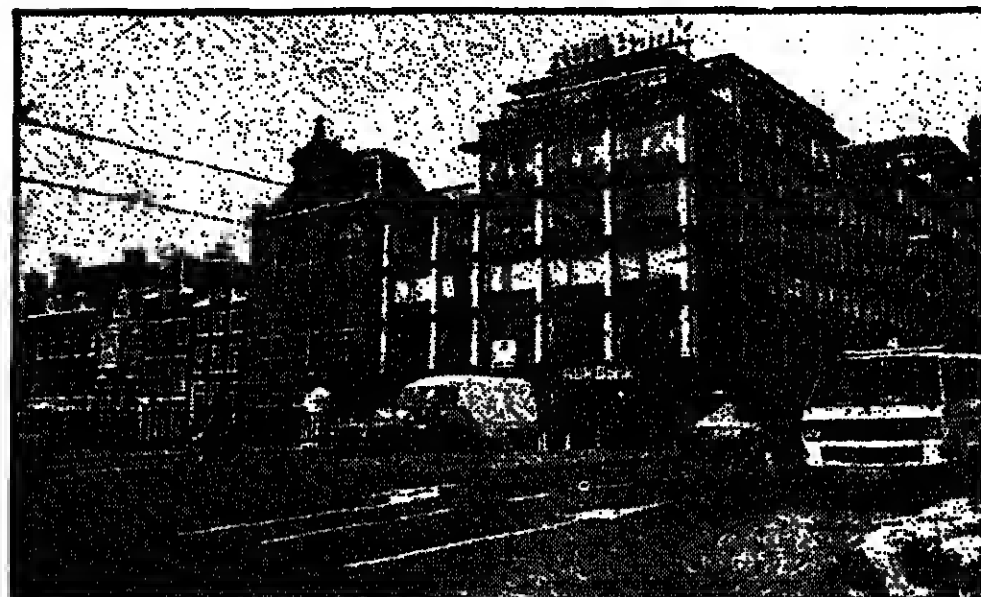
Mr Scherpenhuysen Rom echoes the sentiment of his colleagues when he asserts that foreign banks will remain a second or third bank for most companies.

That secondary role, however, could change if price competition heightens. Foreign banks may be able to undercut the Dutch in corporate margins because Dutch banks historically have charged relatively high fees to corporate clients to subsidise private, individual customers. It has been estimated that each private account cost Dutch banks Fl 100 a year or a total of Fl 500m.

Despite this, Dutch bankers hesitate to impose a fee-for-service system on individual customers. They fear a margin-damaging battle if banks market competing products with different restrictions in an attempt to cut costs but retain customers. Some kind of tariff system will probably be instituted in the next year or two, but it seems likely that banks will move in unison to avoid the welter of bank accounts seen in the U.S.

A great deal of self-satisfaction surrounds the bank and Giro (postal) clearing system, which is viewed here as far more efficient than the UK and U.S. cheque systems. The speed and security of the Dutch system plus the universality of the Eurocheque programme make it unnecessary to rush into more computerised banking, the Dutch argue.

Bankers contend that the Netherlands is not lagging in



Squaring up to the increasing turbulence of the financial world: above, a section of Amsterdam's banking district, showing the ABN bank; and, right, the floor of the Amsterdam Stock Exchange



automation but relatively few video display terminals, line tellers' counters and only a handful of automatic teller machines (ATM) are scattered about.

On the retail side, financial institutions clearly are moving more slowly into electronic banking than their British or American counterparts, preferring to retain harmony with labour unions. Mr Scherpenhuysen Rom predicts: "The banks will do ATM together and gradually. This is a high investment to be shared by the commercial banks, savings banks and Rabobank (the co-operative) bank."

The banks are opposing credit cards, which are virtually nonexistent, on the grounds that the efficient clearing and Eurocheque systems make them redundant. Memory "chip" cards are equally scarce.

Savings associations are in the vanguard of the limited ATM push, having begun in the early '70s with on-line computers linking various member banks. In 1977 Rabobank, the second-largest Dutch bank in

asset terms, launched an 11-year Fl 490m automation project to install on-line computers and display terminals for better client service.

Taking a cue from Rabobank, Algemene Bank Nederland (ABN), Holland's largest bank, has unveiled the most revolutionary programme. Called the "open bank" project, the plan is to refurbish ABN's 700-branch network in a living-room-like atmosphere with computer terminals scattered about. The Fl 100m project, which is to begin next year, is aimed at enlarging ABN's relatively small share of the retail market.

While it has larger foreign operations than second-ranked Amsterdam-Rotterdam Bank (AMRO), ABN has a slimmer piece of the domestic retail market. ABN's effort to enlarge this share in over-banked Holland caught the banking community by surprise. The new chairman, Mr R. Hazelhoff, and other executives decline to discuss the "open bank" project, suggesting some uncertainty swirling about the initiative.

ABN may encounter fresh competition from the planned Postbank, the merger of the Government savings bank and giro system that is to begin on January 1, 1986. The often-delayed Postbank will start with a strong foothold among private individuals and eventually may be allowed to begin commercial lending.

## Activities

The politically controversial Postbank actually will be more of a worry for the commercial banks than for the savings industry, according to the savings banks. That is because the existing Government savings bank already competes directly with the savings associations but may eat into commercial banks' embattled savings activities.

Both universal and savings banks have seen their traditional savings deposits eroded in recent years by flat incomes and stiff competition from near-banks, insurance companies and pension funds. To fight banks, increasingly have turned to short-term deposits, which pay

customers better rates but erode margins.

While ABN has targeted retail domestic customers for its new initiative, AMRO is looking in the opposite direction toward corporate and international business. AMRO recently completely reorganised its treasury department to put money- and capital-market foreign exchange and securities trading activities under one roof.

The objective is to prepare for what AMRO believes will be a shift toward corporate borrowing through instruments such as commercial paper and away from direct loans.

Dovetailing with AMRO's whole approach is its overseas expansion in recent years. Only two weeks ago AMRO acquired the European Banking Company (EBC), a London merchant bank, from its other six partners in the European Banks' International Company (EBIC). EBC, with its active role in

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Being Dutch  
is not enough

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### Commercial Banks LAURA RAUN

DUTCH commercial banks are choosing widely differing strategies to fight the rising tide of competition. An influx of foreign banks, a proliferation of near-banks and a broadening of savings banks' services have meant the traditional turf of the commercial banks is under assault. Apart from battling to preserve their historical markets, however, they are also looking for new niches in which to grow.

The deregulation of the banking industry in the rest of Europe and in the U.S. is also eroding previously sharp distinctions between financial sectors in Holland. But in contrast with the cut-throat competition that has accompanied deregulation in the U.S., Dutch bankers are more composed.

Mr W. E. Scherpenhuysen Rom, chairman of Nederlandsche Middenstandsbank (NMB) and head of the Dutch Bank Association, says calmly: "There are not many changes from one day to the other. A little conservatism is not bad."

Innovation along Amsterdam's Herengracht may be slower than elsewhere, but things are happening. The best illustration of banks' divergent strategies in the fight against heightened competition is provided by Algemeene Bank Nederland (ABN), with Fl147bn the largest bank in the Netherlands, and Amsterdam-Rotterdam Bank (Amro), with Fl125bn the second largest. As these two leaders have watched their margins squeezed by new products and volatile rates, they have looked to opposite ends of the market for new initiatives.

Amro is focusing on the wholesale sector through a newly reorganised treasury department that combines the money and capital market desks, foreign exchange dealings and securities trading. The Dutch bank, which claims to be the first European bank to create such a treasury department, is aiming to exploit the growing market in corporate paper and the trend toward internationalisation.

Amro's rationale is as activities has been going on for

follows: Bank lending to Dutch corporations stagnated during the recession of the early 1980s and is still recovering only slowly, because of companies' preference for financing new investment internally or with fresh equity and debentures. This pattern is expected to continue as major corporations find they can borrow more cheaply by going directly to lenders with instruments similar to U.S. commercial paper — short-term, unsecured promissory notes.

Mr G. E. London, a board member of Amro, was recently quoted as saying, "If we can no longer lend to certain companies then we will trade in their paper."

An expansion of foreign

### PROFILE: ONNO RUDING, MINISTER OF FINANCE

## Behind Holland's healthy finances

A MAN is never a prophet in his own land and so it is with H. Onno Ruding, Finance Minister of the Netherlands.

Architect of the centre-right Government's painful austerity policies, Mr Ruding often has not been appreciated in the Netherlands. Abroad, however, the 45-year-old former banker is highly valued for the financial discipline he exercises at home and in international forums.

Mr Ruding entered office in November 1982 as part of the Christian Democrat - Liberal coalition that was formed on a platform of economic retrenchment, private-sector revitalisation and combating unemployment. As Finance Minister, he was charged with drawing up the fiscal blueprint for slashing the budget deficit from around 13 per cent of net national income (NNI) to 7½ per cent by 1986.

Through deep and relentless cuts in Government spending

and persistent trimming of social-security benefits, the budget deficit will probably drop to 7½ per cent of NNI or lower by next year. And this has been achieved despite a simultaneous reduction in taxes and social-security premiums, in addition to sluggish economic growth.

Mr Ruding, a Christian Democrat, can take much of the credit for putting Holland's national finances back on a healthy footing after years of rampant spending and escalating taxes and social premiums. The tall and lean Finance Minister has battled with Calvinistic determination for the unpopular cuts in Holland's hallowed welfare system and bloated public sector.

"I was doing what was necessary under the prevailing problems," Mr Ruding explains in his dispassionate style. "That required a number of tough measures which would have

been taken by anyone." The stern but affable Mr Ruding, however, has often seemed isolated in his fiscal fight, leading the vanguard in the attack on lavish social benefits that are imbedded in the Dutch way of life. While the whole Cabinet is committed to reversing many policies of the past, Mr Ruding has forged ahead of his colleagues, and even his own political party at times. He has absorbed criticism that otherwise might have gone to others.

It is this apparent ruthlessness verging on selfish that incenses opponents. Mr Ruding, educated as an economist, has frequently been accused of insensitivity toward the unemployed and low-income groups. His straightforward, slightly imperious manner irks many Dutchmen, who are accustomed to understated talk and widespread egalitarianism.

Last autumn the youth wing of the National Labour Federation FNV filed a civil suit against Mr Ruding because of a remark about people on unemployment benefits. The Finance Minister unabashedly commented that many recipients, especially young ones, were "lazy Johnnies from Leiden" who preferred to live near their parents than move elsewhere to take a job. The suit was thrown out of court but the Finance Minister was required to pay court costs.

Mr Ruding, however, seems little worried. "I don't have sleepless nights (because of criticism). These are attacks on my policies... and aren't focused on me personally."

While Mr Ruding frequently is upbraided at home, he is respected widely in international circles for the very qualities that irritate the Dutch. Early this year he was chosen to head the interim committee of the International Monetary Fund (IMF), the first Dutchman to hold the post although

a couple of years. Only two weeks ago the Amsterdam-based Amro announced that it was taking over the European Banking Company (EBC), a merchant bank owned by a seven-member consortium known as the European Banks' International Company. Amro was already one of the seven owners but wanted EBC as a way to expand international wholesale activities, specifically in London. EBC is active in the Euromarkets and is one of only two banks trading on the London Stock Exchange.

"We felt this was a good vehicle (with which) to participate in the expanding London activities," says Amro, noting that other continental banks, such as Deutsche Bank, were also acquiring London

merchant banks to assure a place in the City's dynamic changes as deregulation unfolds. Amro also recognises that corporate clients are being wooed away by aggressive foreign banks such as Citibank and Paribas, which have established footholds in Holland. The U.S. banks, in particular, are offering highly automated services, such as global cash management. With sophisticated hardware and software, the U.S. banks are able to offer unique products at competitive prices.

Amro's forward-looking strategy has its risks, of course. The Netherlands has no commercial paper market at the moment and the Central Bank can be expected to proceed cautiously following several banking scandals in recent years. Moreover, prima corporate clients can be fickle if they find better and cheaper services elsewhere.

Amro's historical rival, ABN, has chosen a contrasting strategy of appealing to the private, retail market. ABN has launched a Fl100m "open bank" project to renovate its 700-branch network. By making electronic banking "user friendly," ABN hopes to attract new clients and cut costs. Retail bank clients do not pay for demand deposits in Holland and it has been estimated that every private account costs banks Fl100 a year, or a total of Fl500m.

The ambitious project, which does not entail an increase in the number of branches, has taken the Dutch banking community by surprise. It coincides with the appointment of Mr R. Hazellhoff as chairman.

ABN management seems unsure of its move and refuses to discuss the "open bank" project other than to tell a Dutch newspaper that ABN believes financial funds will, in the long term, concentrate in the hands of private individuals.

In accelerating its drive for new, private clients, ABN will run head-long into fresh competition from the planned Postbank. Scheduled to begin January 1 1986, the Postbank will be a merger of the Postal Savings Bank and the Giro Postal Clearing system.

The long-delayed Postbank, with the Postal Savings Bank's Fl27.5bn in assets, will be among the smaller banks, but will start with a strong beachhead in the retail client market. How far the Postbank's services will extend is currently bogged down in Parliamentary debate. An aggressive response to the key to the future.

market constraints has been taken by Rabobank, a co-operative bank that is the third largest Dutch bank in terms of assets. While not a commercial bank, Rabobank has been notably broadening from its historical agricultural niche. The past five years of depressed commodity prices, including those in the U.S. where Rabobank is active, have forced the Utrecht-based bank to diversify.

Rabobank lifted its share of the home mortgage market to above 30 per cent last year for the first time in many years despite a stagnant construction market. The co-operative bank is considering establishing a guarantee fund for company start-ups, which are likely to proliferate under a new Government programme that provides Fl25,000 to fledgling concerns. Meanwhile, Rabobank is also entering the second phase of an 11-year, Fl490m automation programme that runs until 1988.

NMB, the name of which means middle-class bank, began several years ago with a decade-long move into areas outside its historical clientele of small and medium-sized companies. To spread risk and income, this the third-largest commercial bank in Holland expanded overseas, increased its mortgage portfolio and accelerated activity in the private-placement market.

But chairman, Scherpenhuysen Rom, clarifies: "We're adding to the bank, we're not diminishing the small and medium-sized companies sector."

NMB will, however, have to share that sector with savings banks which will begin corporate lending this year for the first time. The savings banks' entry into commercial lending is part of a 10-year transition period during which they will assume more and more universal bank functions.

Not only are banks trampling on each other's areas of activity they also are under attack from near-banks, collectively known as the "Roparco effect," because Roparco, a savings fund that is part of the Robeco group of investment trusts, is also a U.S. money market fund, offering above average interest rates by containing costs.

Roparco has no bank branches but "piggybacks" the bank and giro (postal) clearing system. Having begun only four years ago, the fund has Fl1.9bn in assets and last year set a minimum deposit of Fl1000.

Similar to Roparco is Nederlandsche Credietbank's Directbank, a branchless retail bank that also operates via the bank and giro clearing system. Nedcred, which was wholly acquired by Chase Manhattan of the U.S. last year, can offer attractive terms by passing along to depositors savings in overhead costs.

The insurance companies too are encroaching on territory that was once considered the domain of commercial banks. By offering fiscally attractive annuities, insurance companies are robbing the banks of their traditional savings deposits, the banks contend.

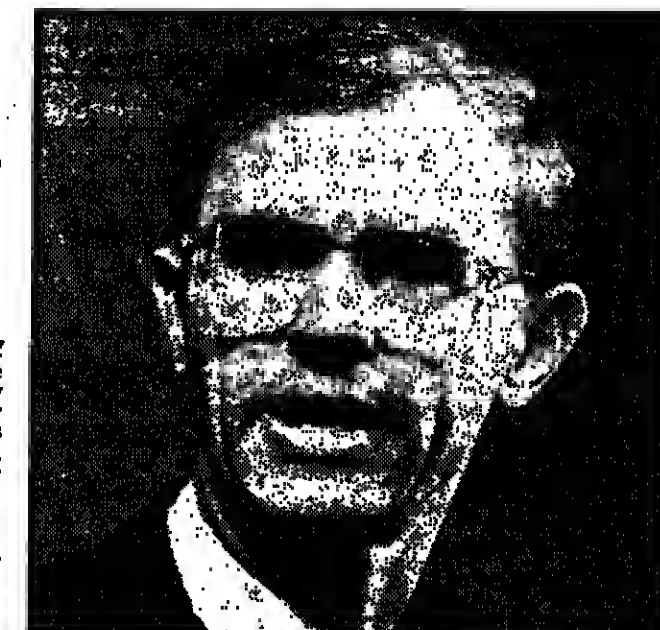
In order to keep their small savers, commercial banks have turned to shorter-term deposits, which offer better yields to the customer but put further pressure on margins.

One thing most bankers agree on is that finding a way to offset these narrower profit margins is

the key to the future.



Leading banks in the commercial sector have faced a squeeze on profit margins. Above, the headquarters of Amro in Amsterdam, which is focusing on the wholesale sector



Onno Ruding—he has taken tough measures to cut over-spending in Holland's bloated public sector. He is widely respected in international finance circles

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## Netherlands Banking and Finance 3

## Sharing fully in worldwide boom

Options Market  
JEFFREY BROWN

THE EUROPEAN Options Exchange, Amsterdam's options trading centre, is sharing fully in the worldwide options boom. Lately, in the U.S. and in London where trading levels are rising with often dazzling speed, options have become something of a buzzword in the risk hedging business.

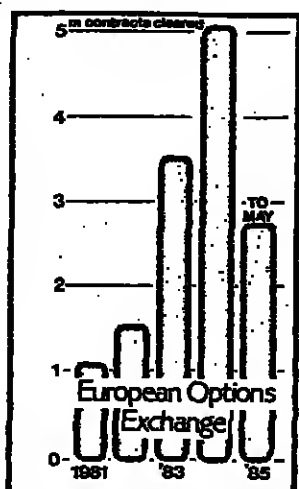
Having bounded ahead to 5,000 contracts in 1984, the EOE handled 2.7m contracts during the first five months of this year. It could be on target to increase turnover to around 8.5m for 1985 as a whole.

The EOE has been adding to the number of available options, extending share options to 15 and bringing in two more currency options. Of more significance are well prepared plans to deepen the physical structure of the market with a major addition of new seats.

In May, existing members voted narrowly to shelve plans to create 40 new seats from the present maximum of 247. EOE officials are confident the vote will be more positive when it is again put to members later this year.

Existing members felt it would be unwise to widen the market until the application list contains more capital-providing institutions like banks and securities houses. They are opposed to too greater mix of professional Dutch trader who — so the theory goes — would simply dilute the existing liquidity base.

About 80 per cent of trading focuses on share options with the big Dutch international stocks like Shell and Philips commanding a major following. The EOE recently added Agon, the insurance group, to its options list, and this year began trading in Robeco, the big Dutch investment fund. Some 10 per cent of trading is taken up with Dutch bond options (there are six of these) with the remaining 10 per cent of business spread across the



exchange's international operations, currency options and gold and silver options. An Ecu-dollar cross-rate option may well start up later this year.

The EOE has links with options exchanges in Canada (Montreal and Vancouver) and in Sydney, Australia. All four exchanges are "furnished" with deals struck in one centre liable for completion in another. The Sydney exchange undertakes the clearing operations for all four exchanges in gold and silver options. These can now be effectively traded on a 24-hour basis.

For some time, the EOE has been vigorously pursuing an ambition to break into the North American market. U.S. investors, notably the higher Wall Street fund managers, are major buyers of Dutch international equities.

The recent Wall Street shake out in the share price of North American Philips, which washed over into the main Amsterdam house, served to underline the potential attractions to foreign investors of the EOE.

To some extent this year's formalised links between the Philadelphia options market and the London options market were a blow to Dutch pride. There has been barely disguised antagonism between Amsterdam and London ever

since the latter pulled out of the initial plan to trade options jointly.

It will not be easy for the EOE to take on a sizeable U.S. connection (with markets in say Chicago or Philadelphia) without putting existing Canadian business at risk.

The EOE has abandoned plans — on the grounds that they are not necessary — to register with the U.S. Securities and Exchange Commission. But it is hoping eventually to list some U.S. share options, and to this end has held preliminary discussions with the Options Clearing Board, the big Chicago clearing house.

If the international way forward is uncertain the EOE can at least look with confidence to a satisfactory balance sheet in 1985. Having struggled against losses in its formative years, the EOE scraped into profit in 1982 with a net return of Fl 1.5m. Last year it made Fl9.9m after paying tax of Fl 6.3m.

This has allowed all borrowings to its founder, the Amsterdam Stock Exchange, to be repaid in full. The Fl 5.2m contingent liability shown at the end-1983 is not repeated in the 1984 accounts which suggest that this year the EOE will emerge with sizeable reserves of cash to either spend or tuck away into a reserve.

It is already casting around for larger premises having outgrown its existing building. Amsterdam's old Corn Exchange, next door to the main house building. A proposed new computer system could eventually absorb large amounts of EOE cash. Officials are also toying with the prospect of making some sort of return to members, possibly in the form of reduced seat charges.

There is a great deal of quiet satisfaction over the progress the EOE has made in recent years, and understandably so. The volatility of share and currency markets explain much of the success, and is the key to future trading progress. But the EOE has itself done much to prepare the ground for the progress of the past two years, and justly deserves full recognition.

## Volume still at a high level

WHY HAS Wall Street not discovered the Dutch stock market this year along with its newly found passion for the West German, Italian and Spanish Bourses? Answer: because it already knew about it.

Dutch shares have long been familiar to the international fund manager with stocks like Royal Dutch, Philips, Unilever and KLM put as well known, and widely traded, outside the Netherlands as they are within. To some extent this factor has lately worked to the disadvantage of the Amsterdam bourse.

The Dutch market has always been dollar sensitive and this year's gyrations in the U.S. currency have allowed the spotlight to shade away from the "international" shares. It remains one of the faster performing stock markets in Europe, but for once it is the more localised shares that have been left to make most of the price running.

Whereas foreign cash has poured pell-mell into the Frankfurt bourse this year, the outsider approach to the Dutch stock market has been much more considered. The international fund manager has had his Dutch portfolios fully weighted since at least the middle of last year.

The market showed its high point for the year early in June when the ANP-CBS General share index reached 214.5 for an advance of some 16 per cent

The Bourse  
JEFFREY BROWN

since the start of 1985. This put the Dutch market up among the best performers in Europe and it marked the high point of a rally which started when the index stood at less than 150 back in the late summer of 1984.

Trading volume has continued to run at a high level. Cash turnover in shares rose by a third to Fls 80.8bn in 1984, and for the first five months of 1985 trading volume was 15 per cent higher at Fls 44bn. There has been increasing focus on the big financials, notably the banks and the major insurance groups.

Despite the buoyancy of both activity and price levels, the bourse has seen only a modest amount of equity financing. Virtually no new companies have come to the market so far this year and rights issue business has been constrained. Amsterdam's second tier, parallel market has made all the new issue running in recent years.

Dutch economic performance is providing the main thrust to the market. The Government budget deficit is slowly coming down, inflation is well under control and GNP and company profits are rising.

Corporate profits advanced strongly last year under the impact of once and for all cost reductions, and the momentum is holding very steady in the current 12 months. Wage unit costs declined in 1983 and 1984 and for last year this was reflected in company profits up by around 30 per cent. This year profits can probably rise by a further 10 per cent. Dividends look set to rise by a similar amount both this year and in 1986 which compares with just over 5 per cent growth in the five years to 1984.

The structure of the Amsterdam bourse is very similar to the market in London with dual capacity market making, fixed commissions on trading and rigid demarcation lines among principal market participants. The London market is going through a period of rapid transformation, the pace of deregulation in the Netherlands is slow.

The bourse's commission system has been forced to adapt to more modern dealing procedures, and on most trades these days the commission is open to negotiation. But there is no timetable for the ending of dual capacity between the banks and brokers and hoekman (jobbers). Outside capital is being kept sternly away.

A substantial portion of daily trading is already lost to the bourse because of the limitations of its system which keeps institutional business outside the exchange. There are big markets in Dutch shares both in London and in New York, and some Dutch banks estimate that as much as a third of business is lost to the locals in this way.

The demands from the trading floor for greater freedoms to compete for available business are growing—both from the banks and from the smaller broking and jobbing firms which listen with undisguised envy to the stories of London Stock Exchange partnerships changing hands for huge sums.

The Dutch Central Bank has a five-man committee looking into bourse deregulation, but only as part of other duties. Many bourse traders feel that the present trading system will be swept away within the next two or three years.

## How international can a Dutch bank be?



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## Considerable growth in trading volume

Parallel Market  
JEFFREY BROWN

SECONDARY SHARE markets have been springing to prominence all over Europe. French investors have shown a strong liking for just such an investment arena, and West Germans, too, now have the chance to deal in unlisted shares.

The London unlisted securities market has grown into a major undertaking. In Amsterdam, the so-called parallel market has been busily expanding, extending its list of "entered" companies to 36.

This makes the Dutch market a minnow in comparison with the London USM which has 300 companies and a stock market value of around £3.4bn of which perhaps £1.1bn is freely and regularly traded. The Amsterdam parallel market is probably valued at around Fl 1bn, of which the biggest market capitalisations are an electronics communication group called Text Lite (Fl 141m) and Canadian Overseas Investment (Fl 114m). Out of the 36 entered companies, 13 are valued in excess of Fl 20m.

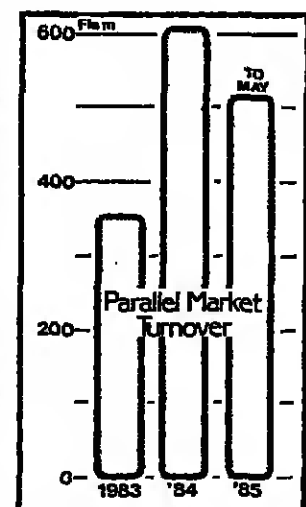
But then, equally, the main Dutch bourse is a small scale affair in comparison with London. Still, if it lacks overall depth the parallel market can probably show many similar markets a clean pair of heels in terms of the growth of trading volume. In 1984 turnover powered ahead to Fl 604m from the Fl 354m of 1983. After five months of this year trading volume was running at Fl 515m.

Much of the upsurge in investor interest springs from trading in a number of bonds. A Japanese group, Yokogawa, which has a manufacturing plant in the Netherlands, recently raised Fl 100m through a convertible Euro-note.

Mainstream equity dealing has also been buoyant, and so has warrants business. The market started life in 1982 with 11 companies. It had 13 new entries in 1984, and so far in 1985 there have been six additions. In the past 3½ years, five entries have made the promotional leap to a main Amsterdam bourse listing, and one company entry has been lost through a takeover.

One of the more interesting of recent entries has been Groenich Brewery, the small Dutch family brewer with trading tentacles spreading into many parts of the world drinks market, notably the UK where its distinctive ceramic bottle tops are part of a determined promotional push. The market includes a number of financial groups, including Kempen, a major Amsterdam stockbroker. An options exchange market maker, Amsterdam Options Traders has just issued a parallel market prospectus.

The parallel market came into being partly to regulate an unofficial over-the-counter market which had grown up on the fringe of the main bourse. It had increased in size to the point where some embarrassment could be caused to the official stock exchange should accusations of poor investor protection ever be levelled. But the parallel market was also intended to provide a less onerous route to public life for small companies in need of capital.



A minimum nominal capital of Fl 2.5m is needed to qualify of which 10 per cent needs to be issued against 100 per cent for a full bourse listing in Amsterdam. No trading record is needed, and in general disclosure requirements are modest. It is virtually a venture capital business, and the broad make-up of companies reflects this with a fair sprinkling of small high tech groups, often with a very small number of employees.

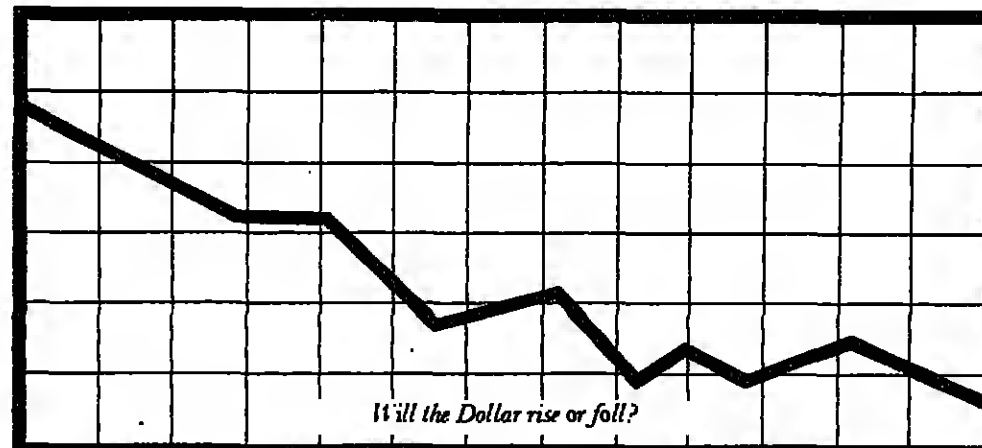
Some recent new issue arrangements have been especially innovative. The Groenich method is understandably popular given the investment nature of many participants. But the Groenich issue, which was not a company capital raising exercise but a method by which part of the family shareholding was turned into cash, came with an unusual construction involving claims to buy pre-priced shares anything up to within two weeks of the original issue.

At one stage the price of the claims stood at a very sizeable premium to the Fl 45 price at which the shares were struck.

The market in parallel shares is made by two stockbrokers, Brockman's Commissie Bank and D. W. Brand, both of them operating on the main bourse. They make a market daily, but on a matched bargain basis, which reflects the market's relative lack of liquidity. Sellers cannot insist on direct execution of orders, and the completion of any deal depends largely on the extent to which the respective parties can negotiate an agreement.

The same two dealers have run the market from its start. Despite the strength of dealing volume over the past couple of years, there are no signs yet of any other main bourse market maker wanting to get in on the act.

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## Netherlands Banking and Finance 4

## Exchange rate policy precedes bank profits

## Central Bank

JEFFREY BROWN

THE DUTCH Central Bank can look back on 12 months of steady progress. It is not complacent, but there is an understandable air of quiet satisfaction at the fruits of its stewardship.

The economy is moving steadily forward, inflation is firmly under control and the Dutch banking system is remarkably free of trading traumas. Helped partly by the removal of last year's indirect tax increases from year-on-year comparisons, inflation in the Netherlands is on target to dwindle to around 2 per cent by the end of 1985. In this respect, De Nederlandsche Bank (DNB) has been very successful in its handling of both the exchange rate and the monetary aggregates.

The bank has been active in its manipulation of the money markets this year and as a result has kept the guilder comfortably within its trading range against the D-mark.

This factor remains critical to DNB exchange rate policy. West Germany is far and away the Netherlands' biggest trading partner, accounting for 30 per cent of Dutch exports and almost a quarter of total imports.

Money market rates have been strongly underpinned for most of this year, and as a result Dutch banks' trading margins have been held down. The DNB makes no bones about exchange rate policy taking clear precedence over bank profits. Thus despite the gains of the dollar, the guilder has had a smooth enough ride so far this year.

The bank is less happy about the monetary climate. The liquidity ratios have shown less stability than the DNB would have liked. In 1983 the Dutch liquidity ratio rose some 41 points to 40.2 per cent, and by the end of 1984 was running at around 41.7 per cent. To some extent, the situation has been partly outside the central bank's control.

Dutch broad money supply (M2) rose by 81 per cent in 1984, but most of the increase was specifically related to the strength of the balance of payments. The current account surged upwards strongly last year, and for 1985 could get close to £16bn which is roughly four times greater than the surplus long-term average. The inflow of liquidity from abroad last year was obviously heavy and only partially neutralised by capital exports.

There are hopes that the situation will go some way to righting itself once capital investment picks up. Dutch companies are sitting on strong balance sheets, but have yet to translate these into capital spending on any scale.

In the meantime — and because it rules out such liquidity-defeating options as a credit squeeze or a weakening exchange rate — the DNB has nagging doubts about the pace of inflation over the longer term.

The central bank has less qualms about the broad supervision of its banking system. It points out that domestic loan losses declined further last year, and adds that the improved capital position of Dutch business should keep loan losses moving down in the current year. Yet there is less certainty about the course of interest-bearing business.

The tone of the DNB's 1984 report is far from optimistic about the problems of sovereign debt risks. The bank writes that although negotiating procedures are better, no fundamental improvement can be said to have occurred. However, the provisions made by Dutch banks for country debt risk "appears to be very respectable by international standards."

The banking system's solvency ratios moved up rapidly in 1984, thanks primarily to the way the banks have been rebuilding their reserves. A shift in the bank's credit portfolios to items with lower solvency requirements allowed credit growth to outstrip comfortably the rise in the solvency requirement. This rose by 5.1 per cent in 1984, whereas overall credit moved up by 7.8 per cent.

One small dilemma in an otherwise largely untroubled outlook for the central bank is the possibility of changes in the use by banks of so-called external capital components. Much discussion is underway both within the EEC and elsewhere on the subject.

As a result, the DNB is at pains to check any over-estimation of the significance of bank

solvency in the Netherlands.

In some respects the DNB's fight to keep the guilder exchange rate on a tight rein has been less straightforward than it outwardly appears. There have been pressures on the currency markets from rumours about cuts in Dutch gas prices. And there have been the understandable political uncertainties that can be expected to arise when general elections begin to loom.

Official policy on the guilder is not going to be altered whatever the outcome of the general elections which have to be held before May 1986. Central Bank policy remains fixed firmly at holding a rigid trading range against the West German currency with a cross-rate of Fls 1.13 as the unspoken floor.

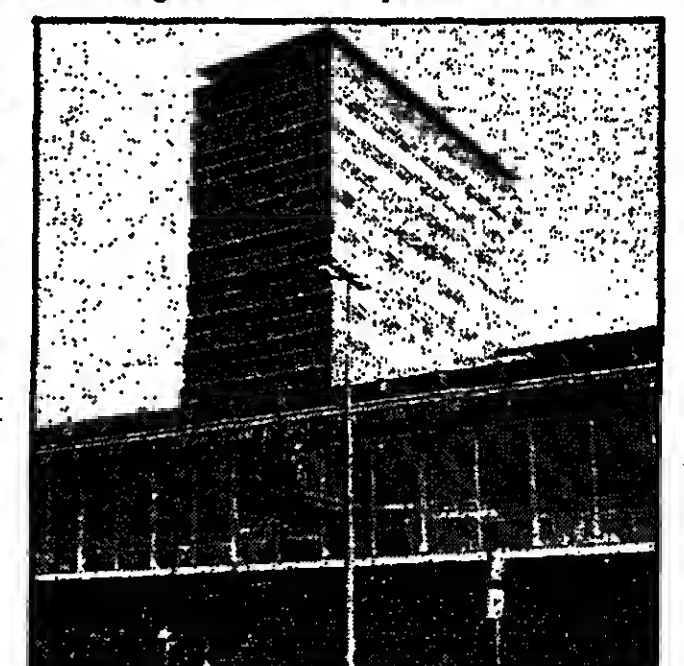
If the guilder sinks to this level, the authorities in the money markets are instantly triggered.

As for rumours of cuts of up to 10 per cent in gas prices by Ned Gasunie, these remain a complete mystery, at least at the official level. It is not clear whether Gasunie needs to compete more actively for gas contracts. But it is clear that the Dutch trade surplus can withstand some loss of gas exports.

Despite the tightness of the money markets where inter-bank rates have been held in the region of 7 per cent, longer-term Dutch interest rates have gradually edged lower this year in line with the trend on Wall Street.

At the end of the first quarter the yield on long-term Government bonds was around 71 per cent. At present it is under 71 per cent.

On a coupon of 71 per cent and with a maturity of 10 years, the most recently issued state bond was relatively successful, raising Fl 3.3bn on tender at a price that was struck at 101.



The Dutch banking sector is remarkably free of trading traumas. Above: the National Bank, Amsterdam

## Over-capacity keeps down office rents

## Property Market

JEFFREY BROWN

FIVE years of slump have left an indelible mark on Dutch property markets. Office rents in Amsterdam are just about the lowest for a major European city, ignoring Barcelona which actually does come bottom of a rental table recently worked out by Richard Ellis, the property consultants and agents.

Against rents per square metre of well over US\$700 in London, the cost of renting offices in Amsterdam works out at \$107, just ahead of the \$105 which was the going rate in Barcelona at the end of the first quarter of this year. Rule of thumb adjustments for currency conversions and service charges and rates can make for comparison distortions. But viewed from whatever angle the overall picture portrayed by the agents is stark.

Dutch property markets continue to struggle fitfully with the burden of massive over-capacity. The current oversupply in offices probably extends to 2m square metres while in industrial property that figure rises by a further 1m or so square metres. The supply demand equations are less stilled in the retail market. But even here there are major constraints with rental values held in check by tenants' legal protections, notably court supervised rent reviews every five years.

Last year the Dutch take-up of new office space was around 500,000 sq metres. But 1984 was an exceptional year with office absorption inflated by a number of freakish factors. According to Richard Ellis, office take-up tends to run at about 350,000 square metres annually which suggests that the current office overhang will

take the best part of six years to work its way through the system.

In the perverse way that property markets have to operate as a result of long-term decision making and an almost total inability to either cut losses or make U-turns, the total office stock in the Netherlands continues to grow. To make matters worse, the situation is being aggravated by visible trends to a reduction in the amount of new office space per employee, partly through staff cuts and partly from the rapid onset of new technology.

Industrial investment in the Netherlands is showing obvious signs of buoyancy, but to date it has had no visible impact on the industrial property market.

Company profits rose by around 30 per cent in 1984 helped along by recovering GNP which for 1985 is generally forecast to get back to growth of 2 per cent, its long-term average gain. Small pockets of prime locations apart, the improving economic climate has yet to filter through to industrial property demand.

Institutional investment remains at a low ebb. Where there is any thrust to insurance and pension fund investment it tends to focus on refurbishment, as the major institutions concentrate on portfolio rationalisation as a means of improving lettings. There is a distinct shortage of really prime outlets for tenants' legal protections, notably court supervised rent reviews every five years.

Dutch funds continue to actively seek investment outside the Netherlands. The largest pension fund by far, ABP, the civil service pension fund, is confined by statute to investing its huge cash-flows in the Netherlands. But even this captive supporter of the domestic property scene may soon be lost. There is a strong

suggestion that the Government will soon allow ABP a certain amount of foreign investment leeway.

Seven years ago something like 70 per cent of the portfolio at Wereldhave, the major Dutch property group, was invested at home. This year that percentage stands a good chance of being reversed. By the time the 1985 balance sheet appears, after four years of no Dutch investment, the company's portfolio will probably be 70 per cent foreign-based. It is an open secret that PGGM, the medical workers pension fund which has been stalking Wereldhave for years and has built up a major shareholding, covets these overseas assets.

Curiously some developments remain remarkably active. The Atlas centre in the south eastern district of Amsterdam added no less than 72,000 square metres of office space to the city's stockpile when the complex was completed just over 18 months ago. This new space represented a fifth of one year's annual uptake for the whole of the Netherlands.

Earlier this year the nearby World Trade Centre brought an additional 60,000 square metres of offices, shops, restaurants and conference facilities into play. Both developments had their planning origins based on the principle that years of restrictive municipal planning in the heart of old, canal-side Amsterdam would force companies to seek more accessible working environment in fringe areas.

Lettings at both developments are proceeding slowly, a pattern common throughout the Netherlands. Over the past ten years rental growth in Amsterdam and the Hague has lagged behind inflation, and severely so in Rotterdam. Within the so-called Randstad area, only the Utrecht has managed to keep rents growing ahead of the consumer price indices.



PROFILE: DR. WIM DUISENBERG

## Pragmatist rather than an idealist

WHEN Dr Wim Duisenberg was appointed President of De Nederlandsche Bank N.V. in 1981, the then Prime Minister, Mr Dries van Agt, called to congratulate him and said: "If you don't mind, I also want to congratulate myself because I think this is the best appointment the Cabinet has so far made."

There was nothing astonishing about that — after all, as former economics professor, Rabobank Nederland official, IMF staff member and Dutch Finance Minister, Dr Duisenberg's résumé looked made to measure. More surprising, however, was that for the first time in Dutch history, a Labour Party member had been elected Central Bank Governor and, moreover, by a non-Labour Government comprising Liberals and Christian Democrats.

"That is the way we can live with each other here," he explains, adding that "the Labour Party too must show it can handle the country's money in a responsible way." His appointment may be explained better, however, by his closer links with the current right-of-centre coalition Government than with Labour's rank and file.

Preferring to be considered a pragmatist rather than an idealist, he claims his choice of political direction "was more a matter of feeling and emotion than of very rational reasoning."

His politics, in fact, are barely recognisable as those of the left, though he justifies his Labour membership by saying that his egalitarianism is confined more to the distribution of wealth than to "theorising about how to create wealth." Production must come first and there are few choices, he insists, relieved that his job enables him "to keep away from active political issues."

He admits to being "more a Denis Healey than a Tony Benn," adding that "the Labour Party itself regards me as extremely right wing — which is what happens to anyone having to deal with money."

Yet Dr Duisenberg, who looks not unlike the late President Kennedy, was considered once by the media, if not by himself or the Party, as a contender for the Dutch Labour throne. "That's very bad if it happens to you because from then on every move you make, every word you say, is seen in a certain light," he says. "But, luckily, that stopped eventually and another crown prince came along."

His Central Bank policies are predictably similar to those of his predecessor, Mr Jelle Zijlstra, who once described Dr Duisenberg as a "moderate monetarist." But he differs from his predecessors in his open style.

In the past, institutions like

the Central Bank almost automatically had people's confidence," he reflects. "But today, instead of this confidence being given to us, we must earn it." Working hard at opening up the secretive world of central banking, he encourages some 10,000 Dutch school-children a year to watch the Central Bank at work.

Publicity does not daunt the self-assured Dutchman, whose outgoing style led his last annual report to raise sufficient doubts about Government finance to stir controversy nationwide. "The feeling in the country seemed to be that sufficient expenditure had been cut," he notes. "But I tried to demonstrate that this was not so. We still have a far-too-large borrowing requirement, and rapidly rising interest charges on our budget."

Despite his prominence at home, Dr Duisenberg keeps rather a low profile internationally. He did not make it to the "Bank for International Settlements" but regards their monthly meetings in Basle as a highlight of his job.

**Rescue package**

The various governments get to know each other very well and the Sunday dinners are extremely sociable occasions if the world is quiet. But when something happens, it is at those meetings that we can decide quickly and stick out our necks by offering a rescue package. He does not feel, however, that the central banks should be any more involved than they are already in the international debt crisis.

Having more spare time now than when Finance Minister, he finds that calling competitors for priority with golf and amateur photography.

The financial world never leaves him for long. "But when I step aboard my boat in Friesland I don't think for a minute about banking, until, that is, the phone rings," he says.

His ex-wife, whom he recently divorced, used to complain: "It's not the three minute call I mind but the three hours of mental occupation afterwards." At home he often talks business with his youngest son, who plans to study economics at Rotterdam University and then gain some practical banking experience before taking his father's place at De Nederlandsche Bank when he retires around 1997.

Retirement will not come easily, however, for a man who would not change his job for any other in the world. "It's the best there is," he says. "The pity is that there's only one such job per country."

Peter Spinks

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## Netherlands Banking and Finance 5

## Equities set the pace

## Capital Market

JEFFREY BROWN

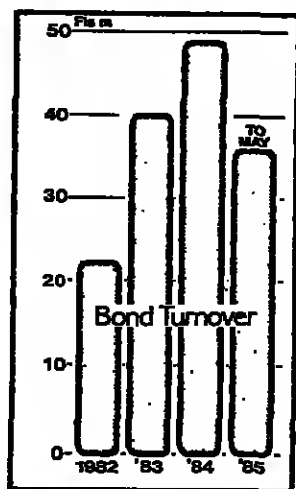
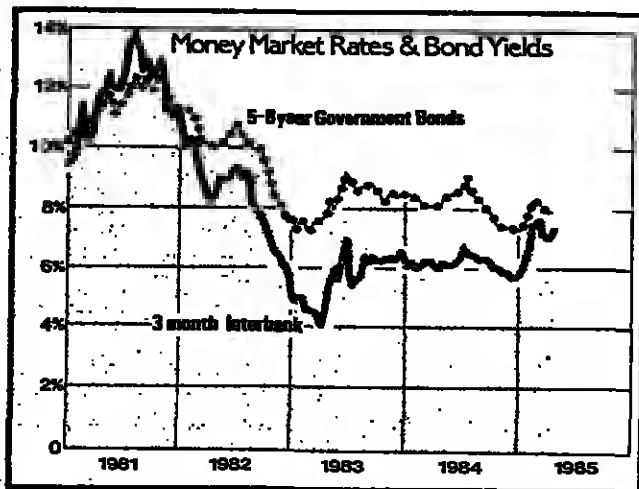
DUTCH BONDS have gone in for a spot of role reversal of late, giving way to equities in terms of activity levels. In 1983, bonds accounted for more than 70 per cent of total trading volume on the Amsterdam bourse. By 1984 this percentage was down to less than 50 per cent and trading so far in 1985 has stayed unexciting.

The tightness of the money market, and the limited scope for actual price movements has kept the bond market at a low ebb at a time when the main investment competition, equities, are coming strongly into fashion. Equity trading levels jumped by more than a third last year whereas bond activity could only improve by 13 per cent.

The early months of 1985 have seen more action but largely as a result of gyrations in the foreign exchanges as the dollar has waned and waned against the guilder's running mate, the German D-mark. Bond turnover improved by a fifth or so to F1 38.4bn in the five months to May, against F1 73.5bn for 1984 as a whole.

There have been plenty of occasions, however, when bond traders have found themselves with little to do but stare gloomily into the middle distance. Dutch bond yields have moved progressively lower this year, but with the central bank firmly in control of both speed and direction—and dampening down all attempts at price rallies in the process.

Over the last couple of months the Dutch authorities have kept money market rates clamped firmly at 7 per cent as a means of keeping the guilder from straying too far above a D-mark 1.14 cross-rate against the D-mark—the level at which



alarm bells start to ring loudly round at the central bank. Ten year state bonds return slightly less than 7 1/2 per cent.

The yield curve in Amsterdam has seldom been flatter, and in its present horizontal position simply does not make for switching opportunities or healthy levels of turnover. Still, as the summer full settles over the markets there are hopes that the second half of 1985 and can get to grips with the log-jam.

The main spur to this tentative optimism stems from the success of the Government's capital market borrowing programme which has been running well ahead of target. This is estimated at F1 34bn. To date the Government has raised F1 29bn of which F1 17.7bn has been taken up in the form of long-term bonds.

The likelihood is that the second half of the year will see one or two state new bonds at worst which removes one very big constraint from both prices. The direction of the foreign exchanges permitting, the bond market could well move forward

much more smoothly from now on.

New issue activity in the public bond market has been kept at a fairly low key. In contrast, the market for private placements began the year with a tremendous burst of activity with both the Dutch Government and foreign borrowers seeking heavy financing.

The private placing market has grown rapidly in recent years. Strict regulations of the public bond market by the central bank—which maintains an orderly queue system—is one explanation. But the major reasons lie with the ease and effective cheapness at which money can be raised via a private placing in Amsterdam.

The market in private placements—unlisted bonds—has now swollen to the point it accounts for more than a third of the total net supply and demand for Dutch capital. The pension funds are especially active in this type of lending. To date this year the government alone has sought and received F1 7.5bn from private placements, or F1 1.3bn more than it raised

over the same months of 1984.

Euro-guilder business looks like staying dull. Some F1 2bn was raised in this form in 1984 and a similar sum will probably emerge from 1985. The central bank is determined to keep a tight lid on euro-guilder activity in order to constrain the liquidity, much in the way that the Bundesbank monitors and directs borrowing in the euro-D-mark markets.

An interesting newcomer to the Amsterdam bond scene is the market that has opened up in ECU bonds. Algemeene Bank Nederland set the ball rolling in February when it issued the first Dutch ECU bond for ECUs 100m and groups like Rabobank, Bank Mees and Hope and Philips have followed suit.

The bonds have proved appealing to investors and borrowers alike. A number of banks are offering ECU savings accounts with a going rate of two percentage points and more above competing guilder accounts. So far the additional risks built into the ECU have not shown themselves too prominently.

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## Big changes on the way

## Savings Banks

LAURA RAUN

MUCH CHANGED over the past 25 years, Dutch savings banks face still another revolution in the way they do business, perhaps the most dramatic in their history. Within months they will begin lending commercially, a move that takes them closer to universal banks and signals much wider changes in the whole financial community.

The previously distinct lines between savings, commercial and co-operative banks have increasingly been blurred in recent years, amid heightened competition, volatile interest rates and a proliferation of near-banks such as Roparco.

With financial institutions battling to protect their profits, they have been forced to offer new products and enter fresh markets. By taking on more commercial functions, Dutch savings banks are following the trail already blazed by their UK, West German and Scandinavian counterparts.

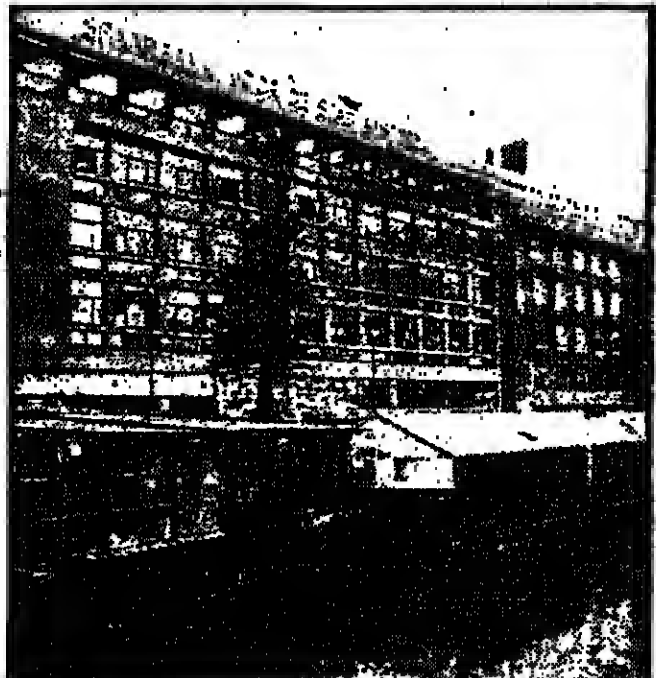
"Everyone is fighting for the same piece of cake," says Mr B. J. Feilzer, vice-chairman of the Verenigde Spaarbank, the largest savings bank in the Netherlands.

One new product introduced by savings banks in the past two years is short-term deposits, which pay slightly higher interest than the traditional savings accounts. Small, individual savers—the mainstay of savings banks—have increasingly demanded these short-term deposits as gratifying interest rates have revealed the real cost of money.

The loans on savings banks' books, however, have historically been longer-term instruments, mostly mortgages. Thus to improve the match between short-term liabilities and assets, savings banks are going into corporate lending, previously the domain of commercial banks. The Central Bank has granted licences for this activity to the five largest savings banks and another four are expected to be issued by the end of the year. The Nederlandse Bank, however, is limiting permission to those savings banks with assets above F1 1bn.

By lending to small and medium-sized companies, savings banks also hope to preserve their embattled share of private savers' market.

Explains Mr Feilzer: "There are many one- or two-man businesses to whom we're not allowed to lend. Now we're in a position to stay with our



Spaarbank is the largest savings bank in the Netherlands. Above: the bank's premises on the Singel Gracht, Amsterdam, overlooking floating flower barges on the canal.

clients whom we've had as individuals."

The industry's shift toward general banking began 25 years ago with consolidation that over the years has seen the number of savings banks reduced from 300 to 32.

Mr W. F. van Leeuwen, director of the Dutch Savings Bank Association, says the association is encouraging even more mergers. "All institutions should have at least F15bn in assets, a norm that would fit well into the European context."

The industry was first given permission to enter corporate lending in 1981, but the recession of the early 1980s rendered the business less than promising.

The 1981 agreement with the Nederlandse Bank provided for a 10-year transitional period during which savings banks would be allowed more commercial bank functions.

As a trade-off for their new privileges, savings banks agreed to give up their special fiscal benefits—that is exemption from corporate tax on profits deriving from savings activities.

Beginning this year the corporate-tax rate will gradually rise over the next decade to the standard 43 per cent, sharply higher than the average 10 per cent paid in recent years. The industry was granted its favourable tax status because savings banks began in 1817 as local foundations for low-income people who had no little money or power to use commercial banks.

"Now we have to earn enough to justify the change," warns Mr van Leeuwen. "The new infrastructure to move into commercial banking will allow us more profits."

Profitability has been higher for savings institutions than for commercial banks, Mr Leeuwen notes. "For the past five years the commercial banks had the difficulty of international debt problems. We just made profits year after year and added them to our reserves."

Net income for all savings banks stabilised at F1 32m in 1984. The industry also boasts that its equity-to-assets ratio is 9 per cent—three times that of commercial banks.

This performance has been achieved despite a precipitous plunge in market share of over-all savings from 30 per cent 23 years ago to 15 per cent today.

That share has stabilised in the past couple of years, although total savings as a proportion of national income have dropped to about 14 per cent from nearly 22 per cent in 1973.

The industry attributes much of the decline to dissaving during the past four years of flat incomes and hopes that the saving propensity may improve with slightly higher incomes this year. But Mr P. J. Lardinois, chairman of Rabobank, warned members of the co-operative bank at the recent annual meeting that the future holds little reason for optimism.

He predicted that interest-rate margins would remain squeezed by escalating competition from pension funds and insurance companies, which offer contractual savings.

Premiums paid into pension plans and annuities are tax deductible while interest income from savings are exempt only up to F1 700 per person.

Savings banks have been complaining loud and long that the tax advantages of contractual savings have eroded their traditional savings deposits.

If deregulation of the banking industry is to proceed, they argue, then financial institutions should at least be put on an equal footing. Finance Minister H. Onno Ruding recently indicated that some limitation on the fiscal advantages of contractual savings might be in order.

The insurance companies, for their part, argue that they command a relatively minor 10 per cent of the entire contractual-savings market. Mr J. F. Peters, chairman of Aegon, Holland's second-largest insurance company, recently reminded a banking seminar that bank savings also offer fiscal advantages and that "the battle for the consumer's savings should be determined through efficiency and quality of financial institutions."

Perhaps of greatest concern to savings associations is the proliferation of near-banks, such as Roparco of the Rabo group of investment trusts and Nederlandsche Credietbank's Direktbank, collectively dubbed the "Roparco effect."

Roparco operates like a U.S. money market fund, proffering attractive market-related rates by containing overhead costs and passing along the savings to depositors. By piggy-backing on the bank and giro (postal) payment systems, Roparco operates through the existing clearing network and has no need for expensive branch offices.

"Once you pick out the goodies and leave out the baddies you are due to receive opposition," Mr Feilzer says of Roparco's targeting of sizeable deposits with fewer transactions. Roparco's F11.8bn in deposits is still only a fraction of savings banks' F121.7bn, but this has been achieved in a short three year period.

## Progress

The Direktbank of Nederlandsche Credietbank, which was wholly acquired by Chase Manhattan last year, offers retail banking services but only through the mail with no branch network. Again by keeping down costs, Direktbank can offer better than average rates. After only one full year in operation and an intensive advertising campaign, the Direktbank is recognised by seven out of ten Dutchmen, Nederlandsche Credietbank claims.

One method of retaliation open to banks is to impose fees on transactions conducted through their clearing network. While a pay-as-you-go system has been widely discussed, bankers fear that a tariff battle might ensue that would damage everyone's margins.

Of little immediate concern to the saving industry is the planned start-up on January 1 1986 of the Postbank, an amalgamation of the Rijkspostspaarbank (Government Savings Bank) and the postal giro system. The savings bank content that they have been competing with both the Rijkspostspaarbank and the giro system all along anyway, and that the long-discussed Postbank will provide fresh competition for the commercial banks rather than for the savings industry.

From the Annual Report of Nationale-Nederlanden

**1984:**

## A year of further growth at home and abroad.

Nationale-Nederlanden is one of the world's major insurance groups and the largest in the Netherlands.

The group operates in 24 countries and employs over 21,000 people.

The year 1984 was marked by a continued recovery of the world economy.

In this climate of confidence, the revenue and profits of the group have grown considerably. Our revenue increased by 27.5%, net profits rose by 10% and capital resources were strengthened by a 14% growth of net assets to Dfls. 5.3 billion.

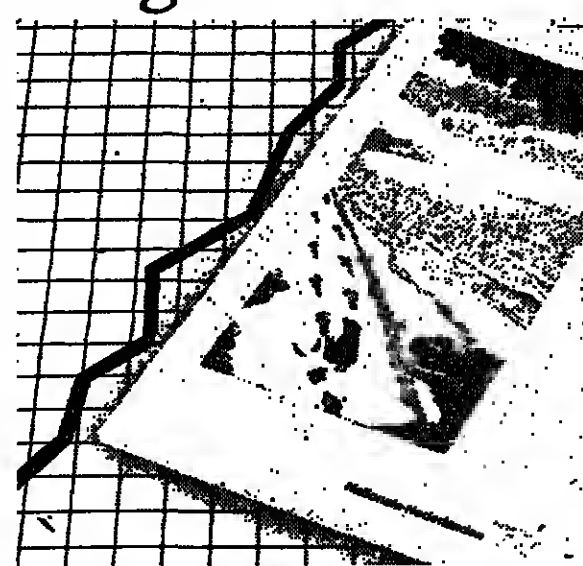
For the entire group the profit distributed to life policyholders in 1984 passed the one billion guilder mark.

## Growth at home...

In 1984, Amfas Group was incorporated into our profit and loss account for the first time and contributed considerably to our overall growth. But even excluding this factor, the rise in revenue in the Netherlands was 10%.

In the life insurance field, an increased interest in private pension plans and group life insurances had a positive influence on our business.

There was a substantial increase in the result from life insurance. Disregarding a negative contribution



For a copy of our English language Annual Report, ask at any of our affiliated companies or write to Nationale-Nederlanden NV, International Division, Prinses Beatrixlaan 15, 2595 AK The Hague, The Netherlands.

Results Overview				
1984	1984	1983	1983	% plus
Dfl. M.	Dfl. M.	Dfl. M.	Dfl. M.	
2,946	Premium income	12,158	9,577	27
1,069	Investment and other income	4,411	3,423	29
4,015	Revenue	16,569	13,000	27
1,290	Net assets	5,325	4,658	14
127	Net profit	523	475	10
Per share of Dfls. 2.50:				
1984	1984	1983	1983	% plus
Dfls.	Dfls.	Dfls.	Dfls.	
1.39	Net profit	5.73	5.53	4
0.55	Dividend	2.28	2.02	13
0.56	Dividend as declared	2.30	2.25	
13.29	Shareholders' funds	54.85	50.98	8

Exchange rate: £1 = Dfl. 4.127

For 1985, we confidently expect to achieve another rise in revenue and profits.

**Nationale-Nederlanden**

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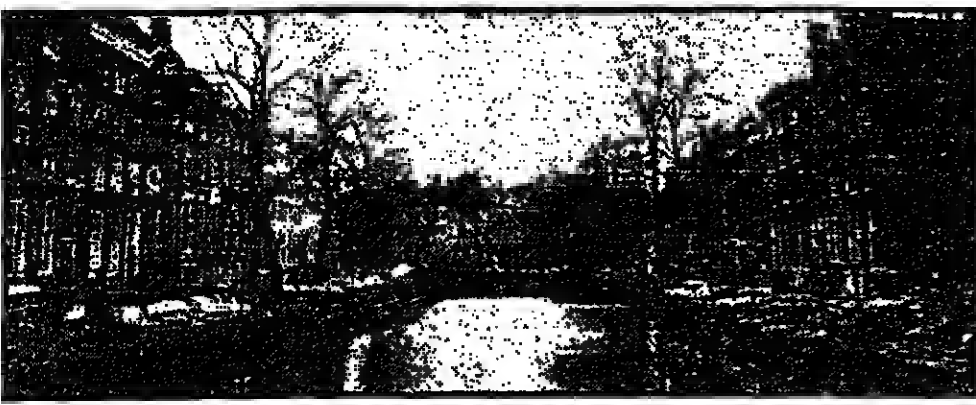
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## Netherlands Banking and Finance 6

## Entrepreneurial spirit grows



Amsterdam's many picturesque canals are now providing an unusual opportunity for Canal Bikers, a Dutch venture capital company, which is aiming to provide water-borne entertainment for tourists

Venture Capital  
LAURA BROWN

THE "Dutch Disease," a social and economic malaise that stemmed from a rich and generous state, enveloped Holland in the 1970s.

Sourcing natural-gas revenues financed lavish social security benefits as the collective good took precedence over individual enterprise and personal ambition. The private sector languished under oppressive taxes and social premiums, while profit became a dirty word.

The recession of the early 1980s brought a rude realisation that rampant government spending could not be sustained and that austerity policies were necessary to rein in the public sector.

Now there is a growing feeling that the Dutch Disease is on the wane and that a "new elan" is in the air. Public finances are being put in order, taxes are being pared and private enterprise is attracting fresh attention.

This new elan has provided fertile ground for the rise of venture capitalism in the Netherlands. In the relatively brief history of modern venture-capital funds, Holland has sprouted to second place only behind the UK in the amount of money available, according to a European survey by the accounting firm of PricewaterhouseCoopers.

It is estimated that 700m Euro's (European Currency Units) in venture capital funds are available in the Netherlands, far less than the UK's 3.1bn Euro's, but more than twice as much as any country on the Continent.

Mr Robert Ceurvorst, a Dutchman who is Secretary General of the European Venture Capital Association (EVCA), contends that there is a "renaissance of entrepreneurial spirit" in the Netherlands.

Business and labour alike realise that new technology, aided by venture capital, is a key to more jobs. Mr Ceurvorst asserts: "For Europe, innovation and high technology are essential if it is to compete industrially with Japan and the U.S."

Venture capital in Holland can be traced as far back as 1621, when the Dutch West India Trading Company was founded on £17.1m provided

by the Government and burghers.

Modern venture capital began in the mid-1970s with the establishment of regional development funds.

Some £1.78m has been injected into 100 companies under the four-year-old scheme. Mr Ever Elberse, secretary of the recently formed Dutch Venture Capital Association (NVCA), predicts that funds available under the guarantee scheme may jump by half to £1.25m this year, after doubling last year.

The obstacles that impeded venture capital formation in the early 1980s are now diminishing. After suffering through the recession, corporate profitability has rebounded, providing fresh funds for investment in new products, processes and markets. Furthermore, many of the ventures backed by equity financing under the guarantee scheme are linked to the export market, which is booming.

What is surprising is that so little criticism is heard about Dutch venture capital often finding a home outside the Netherlands, and thus failing to stimulate the domestic industrial innovation and regeneration so urgently advocated. At least £150m, or perhaps one third of the total £1.78m funds available in Holland, have been invested outside the country, Mr Elberse estimates.

He concedes that a lot of equity financing sought the higher yields available abroad.

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particularly in the U.S. in the early 1980s, but he contends that the tide is now turning.

With Dutch and European ventures offering more attractive returns, Dutch venture capital funds are more often staying on this side of the Atlantic.

Amsterdam's parallel market, meanwhile, has provided an increasingly attractive outlet for venture-capital backed companies. Established in 1982 as a less restricted market alongside the official securities market, the parallel market now is flourishing after a rather sluggish start. The number of new listings tripled to 13 last year and the pace has continued this year as price-to-earnings ratios have risen to remunerative levels.

Several venture capital-backed companies have obtained or are seeking parallel-market listings, the first being Pie Medical—an innovative company that develops, manufactures and sells medical electronic equipment. Begun in 1978 by two young entrepreneurs, the Maastricht-based company has lifted its sales from £1.3m in 1981 to £1.9m last year. The rapid growth was aided by several rounds of equity financing from the Limburg Institute for Industry and Development, one of the five regional funds, as well as Nesbitt, a company grouping several venture capital funds, and Nederlandse Middenstandsbank.

In a much-heralded introduction to the parallel market in October 1984, Pie Medical made a £1.23 a share tender offer, which was oversubscribed. Its shares are now trading at around £1.55.

Venture capital is not necessarily always identified with high-technology companies. Perhaps the quaintest example of simple technology is an Amsterdam company called Canal Bikers, which rents out foot pedal-driven boats for cruising the canals. Owner Felix Guttmann convinced Ondernemend Vermogen Nederland to provide 5% per cent of his start-up capital and managed to turn a profit in the first year. "There are few other places where you can operate canal bikes—that's the only disadvantage of the company," Mr Guttmann concedes, although he is considering launching operations in Delft.

Now that venture capitalism has established itself as a respectable form of financing, attention is focusing on a better match between entrepreneurs and financiers. There is no longer a shortage of venture capital in Europe, according to Mr Ceurvorst of the EVCA, but there is a need for business-minded entrepreneurs.

What venture capitalists seem to want is aggressive managers who are commercially sound ideas. "If I want to double or triple the sales and earnings and if they (the entrepreneur) want 5-10 per cent, then we're not talking the same language," Mr Ceurvorst says. Mr John R. Padgett of Padgett Associates, an Amsterdam venture capital company,

difficult to monitor is telephone solicitation, the retail broker's stock in trade. Short of telephone-tapping, a verbal pitch by an unlicensed broker leaves no indelible record.

Even if infringements are discovered, the penalties are relatively lenient. Those found guilty face a minimum of six months in prison or a £10,000 fine. For investors, firms attracting millions of dollars a year, such a fine is not particularly threatening.

The new law, which was quickly proposed last November after languishing for nearly a decade, is an interim step to a larger Bill which will affect the whole securities industry. The outdated Securities Trading Act of 1914 will be revised to create more uniform structures and supervision in the industry, probably within two years.

Mindful of the escalating competition between European financial centres, the Amsterdam Stock Exchange has carried its complaints further. The bourse wanted trading in listed shares restricted to exchange members and now fears that the implementation of a brokers licence will foster off-floor dealings in listed stocks. Such transactions can take place now, but the worry is that the legitimacy of a brokers licence will fuel such trading.

Also, the independence of brokers—as required by the bourse—is not guaranteed in the investors' protection law. Exchange members cannot rely on one major client or stock for their business and must diversify to ensure fairness. The same should be required of licensed intermediaries, the bourse contends.

Unaddressed in the new law is insider trading, or dealing on privileged information. While the magnitude of insider trading is unclear, Finance Minister Ruding says the issue will be tackled in the larger Bill coming in the next couple of years. The stock exchange plans to formulate its own policies later this year.

One area that is particularly

## More protection for investors

Investment  
Firms  
LAURA RAUN

UNTIL NOW the Netherlands has imposed relatively few regulations governing the activities of brokers operating outside the aegis of the bourse.

At the end of this year, however, a new law is expected to come into effect, which it is to be hoped will restore the good name of Amsterdam cultivated over centuries of international trade. Indeed, it is Holland's dedication to unfettered mercantilism that has left the country an open enclave for commercial dealings.

Increasing concern has been expressed, however, and last November the Finance Minister hurriedly unveiled legislation that will require the licensing of stock brokers and vetting of investment prospectuses.

Under the new securities brokers who are not members of a recognised bourse must get a license from the Finance Ministry. Recognised stock exchanges are those in the

European Community, the U.S., Canada, Australia, Switzerland and Japan. To get a license, brokers must prove expert knowledge and reliability, financial guarantees, sound conduct of business and trustworthy information given to the public.

The second major requirement is that a prospectus must accompany all issues of securities that are not listed or slated for listing on a recognised bourse. The Finance Ministry will set out prospectus requirements for the offering of securities, which are defined as stocks, bonds, options, warrants and unit trust among other instruments.

Dr A. L. Gerla, director of the 61-year-old Dutch Investors' Protection Association, believes the new investor-protection legislation will improve matters. But he criticises the legislation as a "blunt axe" that may also cut creative trading.

For example, a neighbourhood group that wants to publicly offer participation rights for expansion of a local hotel will be required to deal through a licensed broker and offer a detailed prospectus. While the participation rights may provide the holder with little more than

a cut-rate room, the offering will be treated the same as a bank bond issue.

Dr Gerla is also concerned over the Finance Ministry's prediction that only 30-40 broker licences would be granted initially, followed by a few annually after that.

"Dubious brokers won't get a licence," concedes Dr Gerla, but others will also be excluded, due to the overload (of paper work at the Finance Ministry) and the ridiculous instructions to keep the number limited.

Dr Gerla worries that the Finance Ministry lacks the expertise to adequately police the wide range of activities which may fall within the ambit of the new legislation. This concern is shared by the Amsterdam Stock Exchange.

The bourse has been trading independently of Government interference for four centuries and is today a self-regulating association of about 140 members.

Emboldened by its pervasive influence in the Dutch investment world, the exchange sought the power of review over licences and prospectuses. Finance Minister H. Onno Ruding, however, politely declined the exchange's offer, saying that Government and private powers should not be mingled and that proprietary information could be jeopardised. The exchange may nevertheless be asked for advice in vetting prospectuses, says Mr Ruding.

Loophole

The exchange believes that a proposed annual audit of brokers is too lax and that compliance departments ought to be required, as they are for exchange members. One gaping loophole in the law is that a licensed broker can work right alongside a financial adviser, who does not need a permit. Tip sheets, those ubiquitous and often self-serving recommendations on the market, are not covered by the law.

One area that is particularly

## New pressures

CONTINUED FROM PAGE ONE

the Euromarkets and recent entry into stock trading, is viewed as a promising avenue to the city's dynamic changes surrounding deregulation.

Commercial banks soon will be vying with savings banks for domestic corporate business when savings associations begin commercial lending later this year. In one of the most sweeping deregulatory moves in Holland, savings banks are being given broadened powers that will take them close to universal banks by 1991.

The 32 savings associations believe they are well-armed with healthy balance sheets to carve out a share of the corporate market, specifically among small- and medium-sized companies.

Both the savings and commercial banks are under assault from a proliferation of near-banks such as Roparco, a savings fund that is part of the Robeco group of investment trusts, and Nederlandsche Credietbank's Direktbank. Collectively known as the "Kopex effect," these financial institutions can beat bank terms by passing along to customers the savings in overhead costs. Private individuals have responded eagerly, after having learned the real cost of money through fears of high inflation and volatile interest rates.

Roparco, which began only four years ago, has already attracted £11.5bn in assets by offering above-average yields to depositors. Much like U.S. money market funds, Roparco has no branch offices of its own but taps into the bank and giro system for its transactions.

The Direktbank of Nederlandsche Credietbank, which was fully acquired by Chase Manhattan Bank last year, also has no branches but provides retail banking services through mail and telephone.

Just as competitive to traditional savings accounts has been the growth in contractual savings, that is life insurance and pension premiums. Because the

premium payments are tax deductible, they are fiscally more attractive than the £1700 exemption on interest income from savings. The banks have been incensed by what they call unfair treatment and the finance minister recently indicated that he might respond to their lament.

The insurance companies, who say they have less than 10 per cent of the contractual savings market, have hinted that they may again try their hand at corporate lending. In the 60s and 70s insurers did go into medium- and long-term commercial lending but found it too unremunerative by the time the early 80s recession rolled around. Insurance companies, however, are still barred from the money market.

The push and pull in the Dutch banking and finance world will clearly continue but a certain composure seems likely to prevail. Dutch banks, which historically have had lower profit margins than their British counterparts, reckon that vicious competition would only do more harm to margins that already are squeezed.

By ensuring that deregulation proceeds slowly and some form of unity is maintained, Dutch bankers aim to preserve their long reputation as prudent money managers.

The big question is whether they can pursue such a cautious path while the rest of the banking world is spinning faster and faster. Growing internationalisation, deregulation and automation are changing the face of banking and Dutch financial institutions must adapt or be left behind.

Mr A. Batenburg, the former chairman of ABN, hinted at the time of his recent retirement that further mergers may be necessary to achieve the economies of scale required for survival. Noting that both ABN and AMRO were the result of mergers, he indicated that further consolidation may be the only answer for Dutch banks competing against the world's financial giants.

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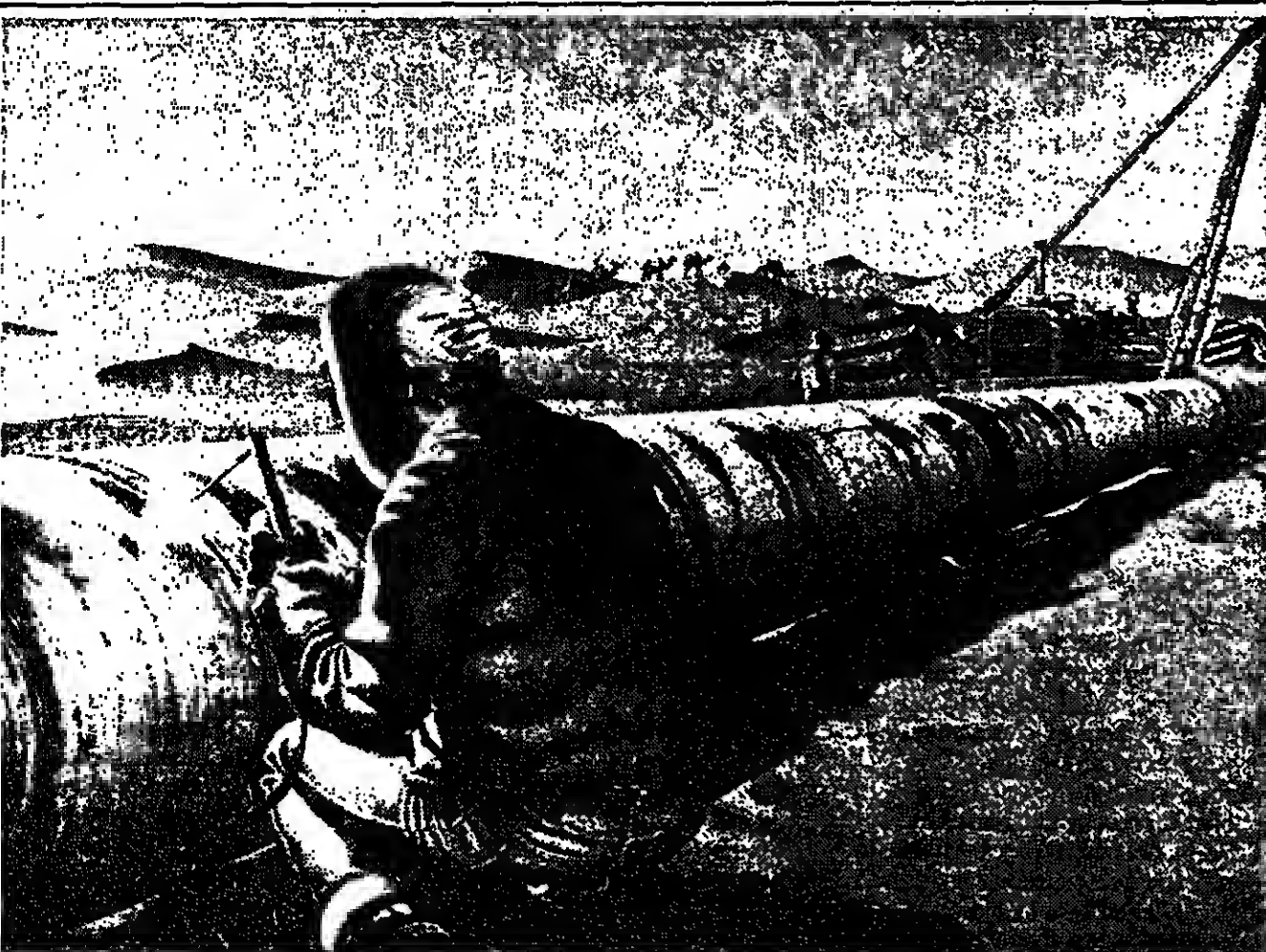
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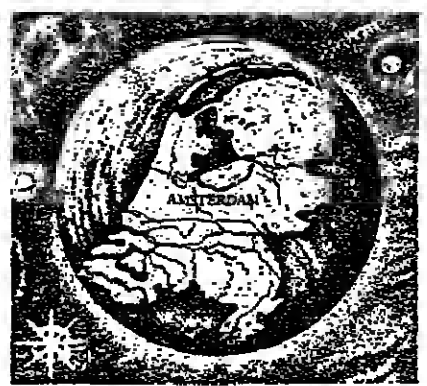
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Particulars	Stock	Price	Last	Day	Ytd	Chg	Particulars	Stock	Price	Last	Day	Ytd	Chg	Particulars	Stock	Price	Last	Day	Ytd	Chg
July/McMEE 50	240	133	11.4	23	5.9	9.8	Stell.	Asst. Lingerie Hosiery 100	170	25.2	15.5	23	4.9	July/McMEE 50	170	25.2	15.5	23	4.9	4.9
July/McMEE 100	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 50	170	25.2	15.5	23	4.9	July/McMEE 100	170	25.2	15.5	23	4.9	4.9
July/McMEE 200	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 100	170	25.2	15.5	23	4.9	July/McMEE 200	170	25.2	15.5	23	4.9	4.9
July/McMEE 300	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 200	170	25.2	15.5	23	4.9	July/McMEE 300	170	25.2	15.5	23	4.9	4.9
July/McMEE 400	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 300	170	25.2	15.5	23	4.9	July/McMEE 400	170	25.2	15.5	23	4.9	4.9
July/McMEE 500	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 400	170	25.2	15.5	23	4.9	July/McMEE 500	170	25.2	15.5	23	4.9	4.9
July/McMEE 600	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 500	170	25.2	15.5	23	4.9	July/McMEE 600	170	25.2	15.5	23	4.9	4.9
July/McMEE 700	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 600	170	25.2	15.5	23	4.9	July/McMEE 700	170	25.2	15.5	23	4.9	4.9
July/McMEE 800	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 700	170	25.2	15.5	23	4.9	July/McMEE 800	170	25.2	15.5	23	4.9	4.9
July/McMEE 900	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 800	170	25.2	15.5	23	4.9	July/McMEE 900	170	25.2	15.5	23	4.9	4.9
July/McMEE 1000	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 900	170	25.2	15.5	23	4.9	July/McMEE 1000	170	25.2	15.5	23	4.9	4.9
July/McMEE 1100	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 1000	170	25.2	15.5	23	4.9	July/McMEE 1100	170	25.2	15.5	23	4.9	4.9
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July/McMEE 1300	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 1200	170	25.2	15.5	23	4.9	July/McMEE 1300	170	25.2	15.5	23	4.9	4.9
July/McMEE 1400	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 1300	170	25.2	15.5	23	4.9	July/McMEE 1400	170	25.2	15.5	23	4.9	4.9
July/McMEE 1500	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 1400	170	25.2	15.5	23	4.9	July/McMEE 1500	170	25.2	15.5	23	4.9	4.9
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July/McMEE 1700	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 1600	170	25.2	15.5	23	4.9	July/McMEE 1700	170	25.2	15.5	23	4.9	4.9
July/McMEE 1800	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 1700	170	25.2	15.5	23	4.9	July/McMEE 1800	170	25.2	15.5	23	4.9	4.9
July/McMEE 1900	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 1800	170	25.2	15.5	23	4.9	July/McMEE 1900	170	25.2	15.5	23	4.9	4.9
July/McMEE 2000	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 1900	170	25.2	15.5	23	4.9	July/McMEE 2000	170	25.2	15.5	23	4.9	4.9
July/McMEE 2100	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 2000	170	25.2	15.5	23	4.9	July/McMEE 2100	170	25.2	15.5	23	4.9	4.9
July/McMEE 2200	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 2100	170	25.2	15.5	23	4.9	July/McMEE 2200	170	25.2	15.5	23	4.9	4.9
July/McMEE 2300	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 2200	170	25.2	15.5	23	4.9	July/McMEE 2300	170	25.2	15.5	23	4.9	4.9
July/McMEE 2400	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 2300	170	25.2	15.5	23	4.9	July/McMEE 2400	170	25.2	15.5	23	4.9	4.9
July/McMEE 2500	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 2400	170	25.2	15.5	23	4.9	July/McMEE 2500	170	25.2	15.5	23	4.9	4.9
July/McMEE 2600	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 2500	170	25.2	15.5	23	4.9	July/McMEE 2600	170	25.2	15.5	23	4.9	4.9
July/McMEE 2700	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 2600	170	25.2	15.5	23	4.9	July/McMEE 2700	170	25.2	15.5	23	4.9	4.9
July/McMEE 2800	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 2700	170	25.2	15.5	23	4.9	July/McMEE 2800	170	25.2	15.5	23	4.9	4.9
July/McMEE 2900	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 2800	170	25.2	15.5	23	4.9	July/McMEE 2900	170	25.2	15.5	23	4.9	4.9
July/McMEE 3000	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 2900	170	25.2	15.5	23	4.9	July/McMEE 3000	170	25.2	15.5	23	4.9	4.9
July/McMEE 3100	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 3000	170	25.2	15.5	23	4.9	July/McMEE 3100	170	25.2	15.5	23	4.9	4.9
July/McMEE 3200	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 3100	170	25.2	15.5	23	4.9	July/McMEE 3200	170	25.2	15.5	23	4.9	4.9
July/McMEE 3300	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 3200	170	25.2	15.5	23	4.9	July/McMEE 3300	170	25.2	15.5	23	4.9	4.9
July/McMEE 3400	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 3300	170	25.2	15.5	23	4.9	July/McMEE 3400	170	25.2	15.5	23	4.9	4.9
July/McMEE 3500	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 3400	170	25.2	15.5	23	4.9	July/McMEE 3500	170	25.2	15.5	23	4.9	4.9
July/McMEE 3600	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 3500	170	25.2	15.5	23	4.9	July/McMEE 3600	170	25.2	15.5	23	4.9	4.9
July/McMEE 3700	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 3600	170	25.2	15.5	23	4.9	July/McMEE 3700	170	25.2	15.5	23	4.9	4.9
July/McMEE 3800	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 3700	170	25.2	15.5	23	4.9	July/McMEE 3800	170	25.2	15.5	23	4.9	4.9
July/McMEE 3900	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 3800	170	25.2	15.5	23	4.9	July/McMEE 3900	170	25.2	15.5	23	4.9	4.9
July/McMEE 4000	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 3900	170	25.2	15.5	23	4.9	July/McMEE 4000	170	25.2	15.5	23	4.9	4.9
July/McMEE 4100	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 4000	170	25.2	15.5	23	4.9	July/McMEE 4100	170	25.2	15.5	23	4.9	4.9
July/McMEE 4200	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 4100	170	25.2	15.5	23	4.9	July/McMEE 4200	170	25.2	15.5	23	4.9	4.9
July/McMEE 4300	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 4200	170	25.2	15.5	23	4.9	July/McMEE 4300	170	25.2	15.5	23	4.9	4.9
July/McMEE 4400	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 4300	170	25.2	15.5	23	4.9	July/McMEE 4400	170	25.2	15.5	23	4.9	4.9
July/McMEE 4500	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 4400	170	25.2	15.5	23	4.9	July/McMEE 4500	170	25.2	15.5	23	4.9	4.9
July/McMEE 4600	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 4500	170	25.2	15.5	23	4.9	July/McMEE 4600	170	25.2	15.5	23	4.9	4.9
July/McMEE 4700	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 4600	170	25.2	15.5	23	4.9	July/McMEE 4700	170	25.2	15.5	23	4.9	4.9
July/McMEE 4800	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 4700	170	25.2	15.5	23	4.9	July/McMEE 4800	170	25.2	15.5	23	4.9	4.9
July/McMEE 4900	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 4800	170	25.2	15.5	23	4.9	July/McMEE 4900	170	25.2	15.5	23	4.9	4.9
July/McMEE 5000	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 4900	170	25.2	15.5	23	4.9	July/McMEE 5000	170	25.2	15.5	23	4.9	4.9
July/McMEE 5100	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 5000	170	25.2	15.5	23	4.9	July/McMEE 5100	170	25.2	15.5	23	4.9	4.9
July/McMEE 5200	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 5100	170	25.2	15.5	23	4.9	July/McMEE 5200	170	25.2	15.5	23	4.9	4.9
July/McMEE 5300	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 5200	170	25.2	15.5	23	4.9	July/McMEE 5300	170	25.2	15.5	23	4.9	4.9
July/McMEE 5400	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 5300	170	25.2	15.5	23	4.9	July/McMEE 5400	170	25.2	15.5	23	4.9	4.9
July/McMEE 5500	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 5400	170	25.2	15.5	23	4.9	July/McMEE 5500	170	25.2	15.5	23	4.9	4.9
July/McMEE 5600	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 5500	170	25.2	15.5	23	4.9	July/McMEE 5600	170	25.2	15.5	23	4.9	4.9
July/McMEE 5700	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 5600	170	25.2	15.5	23	4.9	July/McMEE 5700	170	25.2	15.5	23	4.9	4.9
July/McMEE 5800	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 5700	170	25.2	15.5	23	4.9	July/McMEE 5800	170	25.2	15.5	23	4.9	4.9
July/McMEE 5900	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 5800	170	25.2	15.5	23	4.9	July/McMEE 5900	170	25.2	15.5	23	4.9	4.9
July/McMEE 6000	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 5900	170	25.2	15.5	23	4.9	July/McMEE 6000	170	25.2	15.5	23	4.9	4.9
July/McMEE 6100	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 6000	170	25.2	15.5	23	4.9	July/McMEE 6100	170	25.2	15.5	23	4.9	4.9
July/McMEE 6200	240	133	11.4	23	5.9	9.8	Stell.	July/McMEE 6100	170	25.2	15.5	23	4.9	July/McMEE 6200	17					

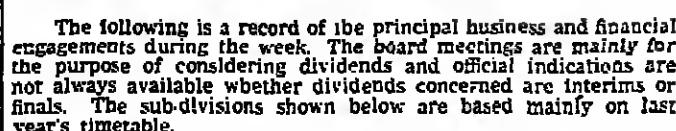
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INDUSTRIALS—Continued									
Stock	Price	Last	Net	Chg	Vol	PE	Div	Yield	Div
Am. Can. Co.	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Cel. Corp.	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Chem. Corp.	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Col. Co.	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Engrg. & Shipbuilding	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Int'l. Paper	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Lumber	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Oil & Gas	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Paper	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Refining	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Rubber	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Steel	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Textile	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Tobacco	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Transport	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Water	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Wire	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Zinc	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Glass	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Cement	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Brick	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Paper	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Textile	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Tobacco	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Transport	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Water	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Wire	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Zinc	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Glass	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Cement	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Brick	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Paper	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Textile	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Tobacco	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Transport	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Water	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Wire	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Zinc	101 1/2	101 1/2	101 1/2	0	10	15.2	1.00	3.9	101 1/2
Am. Glass	101 1/2	101 1/2							



## WEEK'S FINANCIAL DIARY



**COMPANY MEETINGS—**  
 Cator Alford Hldgs. 1, King William Street  
 EC. 12.00  
 Alford Irish Bank 5p  
 Allied Irish Printing & Comm Corp 5p  
 CNA Gullia 12c  
 Foster (John) 2 5p  
 Heston & Co 1p  
 Imperial Chemical Inds Stock 1988-89  
 4c  
 Kevonsa Inv 4p  
 Kevonsa 4 5c  
 Goldberg (A.), Albany Hotel, Bothwell  
 Street Glasgow 11.30  
 London & Counties Agricultural  
 Trading Society, Brigham Young Hall, Slagle  
 Garden, Winchester. E 50  
 Summer 17, Great Eastern Hotel, Liver-

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Interest is paid gross without deduction of tax, and credited four times a year – which means an even higher return – the current rate equals a healthy 12.68% compound annual rate. Statements are issued quarterly.

For full details about the Sterling Money Account and/or its U.S. dollar equivalent, write to:

Name .....  
 Address .....  
 .....

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Guaranteed Floating Rate Notes Due 1986

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UNIT TRUSTS**[illegible]

CONTINUED OVER PAGE 11

مكتبة ابنه الأصغر











## JAPAN

	1293		July 5	Price
	High	Low		Yr
1,370	1,040	Ajinomoto .....	1.13	
9,097	1,460	Alps Electric ..	1.56	
1,134	870	Amende .....	20	

1.100	021 Asahi Chem. ....	87
228	850 Asahi Glass. ....	22
587	300 Bridgestone. ....	57
1,480	1,080 Canon. ....	1,16
2,060	1,510 Casio Comp. ....	1,53
1,230	1,000 Chugai Pharm. ....	1,02
395.	427 Citizen. ....	44

	754	003 Daisi	70
	1,120	223 Oai Higpon Ptg.	1,17
2	693	332 Oaiwa Peuse	02
2	494	329 Ebara	47
2	2,002	1,193 Eisai	1,31
0	2,300	7,120 Fanuc	7,80
2	1,830	1,290 Fuji Bank	1,83

2,040	1,330	Fuji Film .....	1,20
1,320	212	Fujisawa .....	21
1,260	271	Fujitsu . . . . .	1,20
3,540	1,000	Green Cross. . .	2,26
478	332	Hasegawa. . . .	40
973	277	Hokuriku Densetsu	97

223	577	Honda Rent	72
223	702	Hitachi	21
1,212	1,050	Hitachi Credit	1,09
1,300	1,210	Honda	1,48
723	680	House Food	77
2,460	1,750	Hoys	1,26
403	323	Itochi	43
2,700	2,250	Ito, Matsuda	2,00

2	2,120	2,972	110 Tokaido	2,022
2	1,480	795	Iwatsuku	84
2	370	313	JACCS	34
8	7,890	4,260	JAL	7,333
	880	650	Jusce	23
3	342	202	Kajimi	32
9	852	724	Kae Soao	23
9	822	724	Kae Soao	23

12,900	8
320	

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1996, 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 26

52	638	560	Wacoal	71
53	639	560	Yamato	72
54	4,560	2,600	Yamanouchi	2,925
55	520	10	Yamashita	85
56	632	551	Yasuda Fire	153
57	552	140	Yokogawa Bldg.	56

SPAIN				
	1895		July 5	Price
	High	Low		P. & S.
50	555	306	Bco Bilbao	35
51	351	105	Bco Central	35
52	250	100	Bco Estero	10
53	177	133	Bco Hispania	15
54	352	343	Bco Popular	20
55	564	327	Bco Santander	24
56	444	308	Bco Vizcaya	44
57	183	132	Procedos	13
58	105	75	Hidroila	75
59	84	67.2	Iberuero	00
60	100	100	Telefonos	100
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**Closing prices, July 5**

**Continued on Page 35**



## AMEX COMPOSITE CLOSING PRICES

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**Nasdaq national market closing prices, July 5**

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## FINANCIAL TIMES SURVEY

# Trinidad and Tobago

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A new realism pervades these Caribbean islands as a petroleum based economy adjusts to declining oil revenues. The task is to broaden the industrial base

## The carnival is over

By Fiona Thompson

EL DORADO remains as elusive today in Trinidad and Tobago as when the Conquistadors were first drawn to the land to pursue that vision of riches. The island republic, early in its independent life, found itself sitting on a gold mine (in this case, based on petroleum) but has since seen its easy wealth slipping away.

The decline in oil revenue, which permitted a spectacular rise in living standards before prices and production slumped, has forced the country to accept a new realism. The adjustment process, including a sharp curb on imports and tighter currency restrictions, is still going on—and may yet cause more pain.

At government level it has already been accepted that the fragile structure of the country's petroleum-dominated economy must be broadened and strengthened.

It is now policy to provide greater encouragement for local enterprise, new industry and outside participation and investment which has required a shift in the guiding principles of this small, but understandably proud country.

Equally crucial is a change in the attitudes of the people of the racially diverse but politically stable democracy. A government report says: "Among many people in this country, there exists an under-

lying pervasive feeling that something will turn up."

"It is the only place in the Caribbean and probably in the whole world, where irresponsibility is romanticised," Mr Stevenson Sarjeant, Mayor of Port of Spain, said last month.

The capital city, he said, is a reflection of the country. "Its narrow European-like streets, the mixture of Spanish, French and British architecture, the ethnic mixtures of its bustling thoroughfares, its lively commercial activities, the congestion in its streets and ports, the high incidence of crime, the presence of destitution among wealth and splendour, its individualism tell the story of a unique city, in a state of what seems like perpetual change."

The country, richest of the Caribbean nations has a dollar-based economy and is influenced more by its major trading partner, the U.S., than by its nearest neighbour, Venezuela. The Trinidad and Tobago dollar has been pegged to the U.S. dollar at a rate of TT\$2.4 since 1976. Whether that rate can be maintained is open to question.

It is with the key issues of investment and foreign exchange earnings in mind that Mr George Chambers, Prime Minister, arrives in London today at the start of a month long six-nation tour. Mr Chambers, who has not exactly claimed the limelight at home, is now seeking export markets, and is looking to enhance exploitation of the country's still considerable resources of oil and natural gas.

Trinidad is still reeling from the oil trauma. During the

boom years growth was running at up to 8 per cent in real terms, and the economy seriously overheated.

Between 1977 and 1982 average weekly earnings increased by 20 per cent a year, and the people took off on a spending spree. According to a government task force which reviewed the aftermath "there was 'conspicuous' spending on imported household electronic gadgets, high quality liquor and foreign travel."

The end of the high life was signalled by the oil price cuts of 1981 and 1982. It is now seen that traditional industries, like agriculture, were damaged during the boom, when wage deals ceased to relate to productivity and local patterns of investments, became distorted.

### Falling revenues

The April 1983 price fall amounted to 22 per cent and the country started to find its foreign exchange draining away. At the end of 1982, foreign reserves totalled TT\$7.6bn. The figures plunged to TT\$2.8bn at the end of 1984, and the first three months of this year have seen a further fall of TT\$747m.

Earnings from oil fell from TT\$4.2bn in 1981 to TT\$2.6bn last year.

Trinidad, not a member of the Organisation of Petroleum Exporting Countries, depends on the maintenance of its price cartel. A banking expert has estimated that a U.S.\$5 price drop would cost the country TT\$720m in lost revenue.

Gross domestic product last year showed a decline of 7.4 per cent and the balance of pay-

ments deficit totalled TT\$1.7bn. At the same time, unemployment has risen—official figures range between 12.8 and 14 per cent—and after the years of free-wheeling, the Government is imposing a measure of wage restraint. The carnival is over for Trinidad and Tobago.

The Central Bank says that the economy has contracted, reducing inflationary pressure and bringing imports, prices, wages and the rate of credit expansion to more realistic levels.

On the bright side, there was a TT\$476.2m merchandise trade surplus last year, after a 1983 deficit of TT\$729.8m. In the first three months of this year consumer prices rose by only 2.6 per cent, the lowest first quarterly figure since 1978.

During the British leg of his tour, Mr Chambers will seal an agreement on a joint venture with ICI to create a methanol plant at Point Fortin in South West Trinidad. A similar plant already established at the nearby Point Lisas industrial complex has been one of the success stories of the recent past, showing a profit of TT\$10m after its first year of commercial production. Petrochemicals are seen as a focal point of growth for the future.

The new project will be a three-way partnership between the Government, ICI, and the IFC, a World Bank affiliate, coupled with the Commonwealth Development Corporation.

Mr Alan Twist, ICI's methanol venture manager, said: "Trinidad has an abundance of natural gas, a stable government, and a very democratic

and pleasant population. It is a member of the Commonwealth, English is the national language and it has a very high calibre of indigenous people."

The three-way arrangement points to the future shape of joint ventures in the energy sector. In his January budget, Mr Chambers, who is also Finance Minister, gave a strong hint that the Government would not necessarily insist—as in the past—on a majority holding in such projects.

It is a shift with emotional as well as economic significance for the people of Trinidad and Tobago—they are having to depart from policy propounded by their first Prime Minister, the late Dr Eric Williams, who insisted that the country's people should have sole claim on its natural assets.

This charismatic intellectual, a bewildering enigmatic and latterly solitary man, was the founding father of modern

Trinidad who led his people from British Colonial rule, to independence in 1962 and beyond.

A visionary, Dr Williams had little time for the traditional industries, like sugar, which he saw as symbols of colonial servitude. This land, Dr Williams said at the opening ceremony for the 2,000-acre Point Lisas industrial estate, "where sugar cane was once cultivated, will now produce iron and steel."

### Strong challenge

Dr Williams was, frankly, a difficult man. He was capable of freezing out his own Cabinet Ministers refusing to see them for months on end, he also asked them to sign undated letters of resignation to be held for possible future use. One unfortunate U.S. Ambassador, was denied an audience throughout his entire residency.

Paradoxically, though Dr Williams refused for years to

attend Caricom heads of government meetings, he saw to it that Trinidad met its obligations to its Caribbean neighbours, under the Treaty of Chaguaramas.

Dr Williams's sway is still felt today, four years after his death in office. His party, the People's National Movement, has held power since independence—which means that a quarter of the population has lived since birth under PNM rule.

Mr Chambers faces a strong challenge at the general election, which must take place by February 1987, from a new opposition coalition, the National Alliance for Reconstruction, which believes it provides a credible alternative, and has the backing to achieve success.

The alliance is led by Mr A. N. R. Robinson, a former PNM cabinet minister, whose popular appeal recalls that of

Dr Williams, in contrast to the self-effacing style of Mr Chambers. However, the underlying conservatism of the electorate could well ensure that the PNM pulls through again.

In any event, austerity measures cannot be delayed. Mr Frank Barsotti, Permanent Secretary at the Finance Ministry said: "The country was spoiled by a sudden injection of money which created a kind of euphoria. The Government after the first oil shock found itself on a wave of affluence and embarked on a number of very large capital-intensive projects. They lost sight of the fact that if anything went wrong with the revenue stream there would be problems."

The Government needed to take draconian measures. "Since 1982, it has been giving medicine, but not a heavy enough dose," he said.

### ADVERTISEMENT



## Message by Hon. George Chambers, Prime Minister of Trinidad and Tobago

The publication of this Survey by the Financial Times provides a welcome focus on Trinidad and Tobago, a country which, given its enviable record of social and political stability, is not often featured in the international news. The fact is that since our Independence almost twenty-three years ago we have assiduously nurtured the democratic institutions which protect constitutionally enshrined and entrenched freedoms, the independence of the judiciary and a parliamentary system founded on manifestly free, fair and regular elections. The people of Trinidad and Tobago are deeply committed to the preservation of these fundamental principles. Within the world community, whether in the Commonwealth, the inter-American system or on the broader stage of the United Nations, Trinidad and Tobago has a reputation for its support of the causes of international justice, peace and mutual respect among nations. It will be observed then, that there is more to Trinidad and Tobago than calypso, carnival and steelband, important as these are as expressions of the unique creativity and vitality of our cosmopolitan people.

That climate of stability has enabled the country to achieve remarkable social and economic progress, such that its people now enjoy one of the highest standards of living in the Western Hemisphere. The last decade was marked by particularly vigorous growth and widespread distribution of the benefits of such growth, both made possible by the increase in the price of oil in 1973-74 and 1979-80. Though not a major producer by OPEC standards, Trinidad and Tobago is one of the oldest oil producing countries and has maintained a production per head of population which is higher than many other oil exporters. Vast

reserves of natural gas have also been discovered offshore in recent years on a scale which places the country among the key gas-rich areas of the world.

With the enhanced oil revenues at our disposal we have proceeded to modernise the economy through the expansion of social infrastructure, improvement of economic services and investment in new productive assets based primarily on the country's substantial natural gas resources. Specifically, pipelines have been constructed to bring the gas across the country to a 2,000-acre industrial estate served by a newly-developed deep-water harbour and including an electric power plant with substantial generating capacity. On this estate are located the ammonia, methanol, steel and urea plants which herald a new and decisive stage of diversification of the economy.

In this period, Trinidad and Tobago in recognition of its wider regional responsibilities provided generous economic assistance to its less fortunate neighbours in the Commonwealth Caribbean. This assistance was fairly significant in relation to our own resources and granted on concessionary terms in the interest of stability in the region as a whole.

Even before the transformation of the country's public finances which occurred in the years immediately after 1974, Trinidad and Tobago had been financing its development for the most part from its own resources. This policy continues today, despite the weakness of oil prices and consequent severe loss of revenue. Accordingly, since 1982 the Government has of its own volition embarked on a policy of fiscal and monetary restraint aimed at protecting the gains achieved during the years of economic expansion. There are clear signs that the population generally understands and has begun to accept the inevitable need for adjustment of its expectations and that the policy is achieving its objective.

The private sector has always had an important place in the economy of Trinidad and Tobago. In an earlier period the key industries, sugar and oil, were wholly under private ownership. The light manufacturing sector, banking, insurance, commerce, agriculture and construction remain largely so today. However, in recent years the Government has undertaken major investments, particularly in the energy sector where the magnitude of the resources required was clearly well beyond the capability of the local private sector. Even so, Government's preferred alternative has been to form joint ventures with foreign private interests which are able to contribute capital, know-how, markets and the like. Despite these investments, the Government remains clearly committed to developing Trinidad and Tobago as a mixed economy with its role being generally supportive of private sector initiative.

The non-oil sector of the economy has developed largely to satisfy domestic demand. When the earning from oil were more than adequate to meet immediate foreign exchange needs, this structure of production could have been supported. However, in view of the changes which have taken place with respect to oil, international trade must take on a new meaning for Trinidad and Tobago. Specifically, the non-oil sector must deliberately find export markets, both within the region and outside but with a firm thrust towards the latter. In this regard, the Government has in the past two years or so introduced specific incentives for exporters, created a specialised institution with a mandate to promote and develop exports and is now actively considering other initiatives such as establishing export zones, including a science park. Steps are also being taken to stimulate tourism, an activity which already earns significant foreign exchange but is still performing well below its potential.

With this new emphasis in policy, the Government is redoubling its efforts to attract private direct foreign investment to the country. We have several strategic advantages in this



regard. These include relatively cheap energy, a skilled and highly literate labour force with long experience of modern industrial processes, a location at the crossroads of the Americas and preferential access to two of the largest markets, that is the United States of America and the European Economic Community. Of no less significance is the fact that the constitutional guarantees of private property rights extend to foreign investments. Freedom to repatriate capital brought into the country and to remit earnings on a current basis have been a long tradition with us. Moreover, Trinidad and Tobago is a signatory to the convention establishing the International Centre for the Settlement of Investment Disputes (ICSID). In sum, therefore, there is a well-established framework for the protection of the foreign investor.

The measure of the importance which my Government attaches to foreign investment and exports is my personal involvement in marketing Trinidad and Tobago to potential investors. With the country's enviable record of stability and its many other advantages, I feel confident that success will attend our endeavours.

*Geo. G. Chambers*

Hon. George Chambers

The Prime Minister's Office,  
Whitehall,  
Port of Spain,  
Trinidad.



## Trinidad and Tobago 2

## Challenge to the ruling party

A chain is only as strong as...  
Each of its links that cannot bend, but...  
It's a lot more powerful with an anchor at the end

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TO TRINIDADIANs under 30 — that is the majority of the population — there has been only one form of politics, that of the People's National Movement. And for all Trinidadians, the PNM has meant Dr Eric Williams, the former prime minister, and the party's founder and leader until his death in 1981.

Despite having almost three decades of uninterrupted rule by the same party, Trinidad and Tobago is a vibrant multi-party democracy. All efforts by several of these other parties, many of which have withered and died over the years, to replace the PNM have been unsuccessful.

Now, however, there appears a new and more real threat to the PNM's continued hegemony of Trinidad and Tobago's political life. It is in the form of the National Alliance for Reconstruction (NAR), a coalition of three parties, headed by Mr. A. N. R. Robinson, a former PNM Cabinet minister.

Public opinion polls by political analyst Dr Selwyn Ryan, the results of which were published in May, suggest that the NAR commanded 59 per cent of the electorate's support, and would, in a general election, humiliate the PNM, which got 17 per cent support.

"This is the worst showing which the PNM has made since the polls were instituted some ten years ago," said Dr Ryan.

The NAR has already established its credentials as an alternative to the PNM. The opposition parties swept all the county councils, previously controlled by the PNM, in the last local government elections.

The next general election is constitutionally due by early

1987. With the waning political fortunes of the PNM, Mr George Chambers, the Prime Minister, is unlikely to call for a vote much earlier than this.

There is little mystery to the long rule of the PNM. It can be explained by the political and intellectual weight of Dr Williams.

"Up to 1969 and 1970, the PNM was regarded as having a leader of considerable stature," says Dr Ryan. "It had a programme which was difficult for any other party to displace. It was dynamic, and strong in its organisation."

Dr Ryan says the steam ran out of the PNM by 1971, but the party retained office because of fears of the impact of leftist groups.

The PNM's continuation in office and its winning elections in 1976 and 1981 was the result of the failure of opposition groups to present a coherent alternative.

"If opposition parties can present a credible alternative to the PNM, then there will be a change of government," predicted Dr Ryan. One PNM view credited the PNM's success over the past 29 years to the fact that the party is highly organised.

"When any group challenges the PNM in a general election," he said, "it is challenging an organisation which is starting out with the support, through membership and affiliated groups, of about 30 per cent of the electorate."

"The PNM does not contest an election. It attempts to increase the number of voters already supporting it."

The NAR coalition is therefore likely to be watched over the next few months to determine whether it has found the right adhesive which could

make it successfully challenge the ruling party.

Mr Robinson is not unaware of the potential problem. "There is always the possibility of fragmentation after the election," he admits. "But recognition of the need for unity is deep within this party. The tendency is towards co-operation rather than fragmentation."

In a society when personality is important in politics, the articulate, confident Mr Robinson starts with an advantage over the withdrawn Mr Chambers.

The PNM is no longer Dr Williams' party — it now has to

### Politics

CANUTE JAMES

stand or fall on the basis of its ability to continue to fight off the opposition.

But politics in Trinidad and Tobago is compounded by race.

Dr Williams ensured he had in high and visible office several representatives of the Indian community in what was, in essence, a black party.

Mr Robinson complains that already race is being made an issue in the formation of the NAR. "It is already being said that the NAR represents an Indian takeover. In the NAR the East Indian is being more effectively represented, than in the PNM."

Trinidad and Tobago is, by nature, a society of conservative tendencies. Despite the polls, which indicate strong support for the NAR, a PNM official says there is always the possibility that, faced with a ballot paper, Trinidadians may opt

for the rulers they have experienced.

Mr Robinson does not share this view. "In the next election we will have an excellent chance of taking office," the NAR leader says.

"The general political and economic climate indicates this. The consensus is that the time has come for a change."

"There is a downturn in the economy. There is growing unemployment. Businesses are closing and incomes have either stabilised or are declining."

The support for the NAR appears based on dissatisfaction with the PNM's policies. The coalition has yet to present a coherent package of alternative policies. This is being formulated, Mr Robinson says and will concentrate on economic reform.

A change of government to one formed by the NAR is hardly likely to bring about any perceptible alteration in Trinidad and Tobago's ideological direction. Both parties are centrist and conservative in nature.

The issues in an election are likely to be economic and more to do with style and changes of emphasis. The PNM representative said the party had to show the electorate its record in the construction of highways, houses, industrial plants, and other indications of the progress which the country has made under this Government.

"We would be turning our attention to the areas which the Government has neglected," says Mr Robinson. "We will be looking seriously at the development of tourism and agriculture."

There is also a community of views on the country's foreign relations. Trinidad and Tobago's decision not to support the

United States' invasion of Grenada in 1983 has not affected its relations with Washington. The US regards the country's largest trading partner.

More substantial changes divide the parties on the touchy subject of Trinidad and Tobago's relations with its partners in the Caribbean Economic Community (Caricom). Dr Williams' nationalism led other Caribbean peoples to view Trinidadians mistakenly as being overly chauvinistic. It is a sentiment which has affected the way the country's actions are viewed by its neighbours.

"Trinidad and Tobago is 100 per cent committed to Caricom," says Mr Wendell Motley, the industry and commerce minister. "There are defects which we believe should be corrected, and there is a lack of reciprocity in the community. But there should be no doubt about this country's commitment."

The NAR, according to Mr Robinson, would pay more attention to Caricom. "The community is not to be abandoned by Trinidad and Tobago. We must start with improving relations with our neighbours."

In terms of global foreign policy, relations with the Caribbean community appear not so significant. But it is an issue which could be the touchstone of wider foreign policy. A government's handling of the matter cannot be careless.

Dr Eric Williams was one of the architects of the economic community. Now sections of the business community want the Government to pull out. "Caricom is an emotional issue to the people of this country," says Mr Motley.

### PROFILE: GEORGE CHAMBERS, PRIME MINISTER

## Wealth of experience

IN CARIBBEAN politics, where much is made of charisma and bombast, Mr George Chambers, the Prime Minister of Trinidad and Tobago, is an anomaly. That he is a typical Caribbean politician is emphasised by the fact that he inherited the prime ministership from a leader whom he openly despised. Mr Chambers is a very hard political act to follow.

The sudden death of Dr Eric Williams in 1981, after 25 years at the helm of Trinidad and Tobago, left the ruling People's National Movement with a dilemma. There were many candidates to take over the leadership. Mr Chambers was among the least likely. What he did going for him, according to a party official, was that he was also the least likely to provoke the disavowal of any of the factions of the ruling party. He was in essence the compromise man.

In stark contrast to the man he succeeded, Mr

Chambers is quiet and unassuming to the point of being self-effacing. He is, again, a typically Caribbean politician, publicly shy. He rarely holds press conferences or entertains the press for interviews.

All this only serves to mask a wealth of experience in the politics region. Mr Chambers is self-educated, having done a correspondence course in "general education" with a British institution.

This was followed by stints in offices of local solicitors and with an oil company's legal department. Official literature includes among his hobbies "reading, record playing and sea bathing."

Mr Chambers entered politics in 1966 on a PNM ticket and has been a member of parliament ever since.

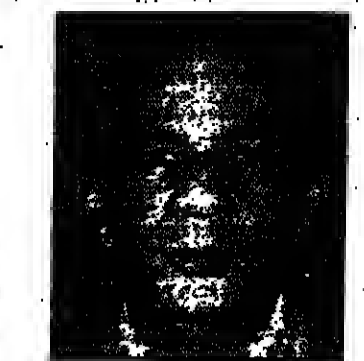
Aged 54, and the political leader of what is the richest country in the Commonwealth Caribbean, there are few rivals in the administration

which are strange to Mr Chambers.

In the decade and a half before he became prime minister, he held portfolios in the finance, public utilities, housing, national security, education industry and commerce, and agriculture ministries.

The circumstances under which he took office, and his disposition, have hidden what is now accepted in Trinidadian politics as a fiercely independent spirit. "That explains the surprise of many when Mr Chambers refused to join some of his Caribbean colleagues in supporting the U.S. military invasion of Grenada in October, 1983."

Although he lacks what other Caribbean leaders consider essential ingredients in the make-up of an ideal politician, they do not hide their respect for Mr Chambers. Particularly in



Prime Minister George Chambers still the compromise man

regional affairs where Trinidad and Tobago's financial clout is important. Officials of the PNM dismiss persistent reports that there is a move afoot to remove Mr Chambers, and replace him with someone considered better able to revive the party's waning popularity, the question of who should replace him will not easily be resolved — a factor which works in Mr Chambers' favour. He has going for him the fact that he is still the compromise man.

Canute James

### PROFILE: A. N. R. ROBINSON, OPPOSITION LEADER

## Peak of popularity

THE POLITICAL leader of the National Alliance for Reconstruction, Mr A. N. R. Robinson, wants to change the course of Trinidad and Tobago's history. He heads a coalition of three parties which is challenging the ruling People's National Movement.

Over the past three decades that the PNM has dominated the country's political life several vain attempts have been made to challenge it. Mr Robinson feels that the time has come for a change.

A dapper, eloquent 58-year-old, Mr Robinson is no stranger to high political office. He served as finance minister and then as foreign minister to Dr Eric Williams, the former prime minister. When he resigned from the Government in April 1970, Mr Robinson said he could not continue being part of an administration more interested in retaining power

than in running the country.

Behind all this, there were reports of disagreements, political and personal between Mr Robinson and the former prime minister. His political stock did rise after his resignation but the domination of Trinidad's PNM did not offer him many opportunities to get into national politics.

From his position of chairman of the Tobago House of Assembly, he has moved slowly and carefully back into the centre of national politics. His return was underlined by public opinion polls in May which suggested he would overwhelm the ruling party in an election.

The polls also indicated that Mr Robinson was by far the most popular political leader in the country. His belief that the NAR can break the PNM stranglehold is supported by the successes which

the opposition parties had in local government elections where the ruling party fared badly.

Mr Robinson holds degrees of master of arts from St John's College, Oxford, bachelor of law from London University and barrister at law from the Inner Temple, London.

The international legal fraternity has recognised him through awards from the international conference in human rights and humanitarian law which is affiliated to the UN. Mr Robinson is now completing a second book, following his "Mechanics of Independence," published in 1971. He is also an avid poet.

Mr Robinson does not promise any significant ideological changes if he takes office. He promises policies which he says are needed to halt the deterioration in the economy.



Leader of the National Alliance for Reconstruction, A. N. R. Robinson, hoping to break the 30-year hegemony of the ruling People's National Movement.

"In the next election we will have an excellent chance of defeating the PNM," he maintains. If his confidence is vindicated, Mr Robinson may be justified in feeling a sense of achievement in cracking the PNM's 30-year hegemony — albeit one of which he was a part.

C. J.

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## Trinidad and Tobago 3

## Search is on for crutches

Economy  
CANUTE JAMES

FOR TRINIDAD and Tobago, the halcyon days are over. "We have shot out of the clouds back to the ground, back to reality," says Mr Leonard Backshaw, president of the chamber of industry and commerce. The soft market for oil, the touchstone of the economy, has brought an end to a decade of free-wheeling consumerism.

It was a period described in song by a local calypsonian as "Capitalism gone mad." The Government is now faced with the prospect of finding crutches—and quickly too—for the lop-sided economy which, in better times, depended on the oil sector for over 80 per cent of its export earnings. The options are few and not very encouraging, at least for short-term salvation.

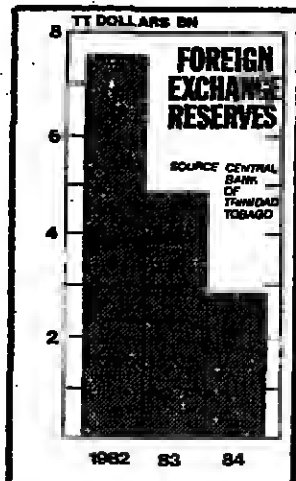
In its annual report which is to be published next month, the Central Bank reports a decline of 7.4 per cent in the country's gross domestic product last year, after a 5.2 per cent fall in 1983, growth of 2.4 per cent and 3.4 per cent in 1981 and 1982, respectively marked the tail end of the boom years.

Ironically, last year's fall in GDP came despite an improvement in the oil sector. "The faster rate of decline in 1984 occurred despite a significant improvement in the petroleum sector in which the added value grew by 9.2 per cent in contrast to an average annual decline of 4.2 per cent over the period 1981-83," the Central Bank reports.

The positive performance of the petroleum sector, the report says, "was dwarfed by the negative performance of the non-oil sector of the economy."

Dr Euria Bobb, Governor of the Central Bank, has said there is no mystery to the economy's performance over the past two years.

"Old prices have been falling, effective petroleum tax rates have been reduced, government expenditure has had to be cut in line with falling revenues and, as a consequence, the stimulus provided by government expenditure to the non-oil economy has waned."



He says that the private non-oil sector is too dependent to be an alternative source of economic dynamism.

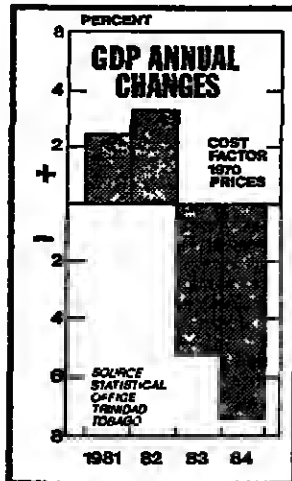
Some businessmen say, however, that the Government has been shortsighted in abandoning other sectors of the economy after the Opec price increases in the early 1970s. Earnings from oil fell from TT\$4.25bn in 1981 to TT\$2.69bn last year.

These earnings caused a build up of foreign reserves which reached TT\$7.6bn in 1982. Since then the fall in earnings has caused a sharp erosion in the reserves. They fell to TT\$4.9bn in 1983 and to TT\$2.5bn by the end of last year.

According to Dr Bobb, the fall was necessary to deal with the economic circumstances. "The controlled fall in reserves was an explicit policy choice, that alternative being selected to cushion the decline in economic activity by permitting the country to draw on its accumulated savings to finance current production."

Without such a policy, he said, the decline in economic activity would have been precipitous and traumatic. "At present the country's import cover ratio is about seven months."

One positive consequence of the recession has been an improvement in the fiscal budget, where the deficit has been reduced to TT\$1.39bn—6.7 per cent of GDP, the deficit in 1982 was 13.9 per



cent of GDP. But this has been achieved through a reduction in capital expenditure from TT\$3.5bn in 1982 to TT\$1.9bn last year.

It has been detrimental to key sectors such as construction, which fell last year by 13.5 per cent and they contributed to the 1.7 percentage point increase in unemployment, now at 12.8 per cent.

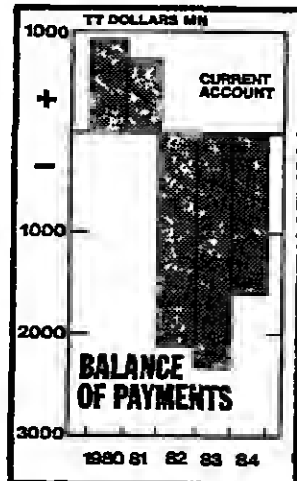
The economy is carrying a balance of payments deficit of TT\$1.7bn—a marginal improvement on the deficit of the previous year, but still TT\$1.2bn more than 1982.

## Buyer's market

In efforts to stem the drain on reserves the Government has imposed several measures, including tighter monitoring of foreign exchange, increased stamp duties on imports, and some restrictions on imports such as garments.

"This used to be a seller's market," says Mr Backshaw. "Now it has changed to being a buyer's market." The fall in demand is clear in the movement of consumer durables. Demand for motor cars, locally assembled, has slipped by 20 per cent.

The Government has suggested to the private sector that it becomes more involved—an engine of growth in the restructuring of the economy. But the sector itself needs to adjust to the changed circumstances after 10 years of being overshadowed by oil and heavy industry.



The Government reports increasing foreign interest in heavy industry, particularly in petrochemicals. With cheap domestic gas, the Government has been increasing its production of ammonia, methanol and urea in new plants constructed with oil revenues. But this is still a weak, unformed leg of the economy. Mr Wendell Motley, the industry minister, says the investments in heavy industry have a long-term objective.

Agriculture, once the backbone of the economy, was also neglected during the oil boom. The sugar industry recorded heavy losses, had to be supported by the budget, and lost valuable overseas markets. It is being restructured. But it will be some time before the fall in agricultural output since 1981 will be reversed.

Government ministers speak of improving tourism and increasing earnings. But they do not expect this to make more than a marginal contribution to the national economy in the next few years. Despite the enormity of the problems, there is more than a small degree of optimism in both the Government and the private sector, that the country can ride the economic storm.

Mr Anthony Jaelson, junior minister for finance, said recently that there were indications that the recession had bottomed out. "From here on we will be seeing a gradual and, I hope, controlled recovery of the economy."

## Engine loses pulling power

Oil and gas  
FIONA THOMPSON

THE PETROLEUM industry, which has given Trinidad and Tobago its fat years as the strongest economy in the Caribbean, is now, in leaner times, compelling the country to re-adjust.

The industry is, has been for two decades, and will in all probability remain the mainstay of the country's economic growth. But the engine is no longer pulling with the same power, because of the decline in crude oil production, refinery throughput and world prices.

Trinidad, not member of the Organisation of Petroleum Exporting Countries, is watching the cartel's price movements with concern. A senior civil servant said: This country could be in serious trouble if oil dropped to just US\$25 a barrel. The affluence of the islands

is based upon a still substantial but diminishing asset. In the boom, which peaked in 1978, it was the great provider, creating a rapid rise in real national income, living standards (personal spending rose by an average 21 per cent a year) and expectations. The Trinidadians also came to see themselves as comfortable beneficiaries of their economically weaker Caricom neighbours.

The fall in oil prices meant a drastic loss of foreign exchange and led to a major revision—sooner than could have been envisaged—of the country's development plan. The post-boom problem for the industry is that of providing sufficient crude to match its enhanced refinery capacity while, at the same time, tying up deals that will guarantee a market for the refined product.

For the Government there is the problem of carrying out its own rational decisions to reduce capacity while simultaneously striving to preserve jobs and

improve foreign exchange earnings.

The Government in March purchased Texaco's refinery and on shore production facilities at Pointe à Pierre, Trinidad. The 4,600 former Texaco employees and the refinery, which has a capacity of 220,000 barrels a day, are now a part of Trintoc, the state-owned oil company. Texaco retained its offshore oilfields.

The Government took the decision reluctantly. Mr Ronald Williams, Minister of State Enterprises, said at the time: "We didn't want to take over Texaco. They told us they were leaving. We had no choice."

The acquisition cost Trinidad US\$189.2m; US\$98m was paid at the signing and the remainder will be paid in petroleum products.

Trintoc also operates the former Shell refinery at Point Fortin, which has a capacity of 85,000 barrels a day.

The largest producer operating in Trinidad—Amoco—sends its crude directly to the U.S. and the two local Trintoc refineries (with a total capacity of 305,000 barrels a day) are now grossly under-utilised with crude supplies totalling only 75,000 b/d currently available to them.

Combined throughput has dropped sharply from the 1972 level of 455,000 barrels a day. During the boom years Texaco imported Middle East crude to process in Trinidad.

In 1983, the National Economic Advisory Council, chaired by Mr George Chambers, the Prime Minister, took a hard look at the future of Point Fortin and recommended its closure. The Government subsequently accepted that case, provided that a replacement industrial plant could be set up capable of providing jobs in a politically significant area. The refinery has about 650 workers.

It is that equation that makes the proposed ICI methanol plant deal at Point Fortin so attractive to the Trinidad and Tobago government. Meanwhile, efforts are being made to find additional sources of crude from overseas to maintain throughput at a viable level at the Pointe à Pierre and Point Fortin refineries. Mr Walton James, managing director of Trintoc, said: "Obtaining additional crude is vital."

The difficulty has been in agreeing a package deal with any supplier securing terms for end-use of the fuel oil. Negotiations with Venezuela, involving processing arrangements for 20,000 barrels a day, have been stalled, apparently over

this question. Mr Patrick Manning, Trinidad and Tobago's Energy Minister, said: "Market conditions do not permit it at this stage."

Talks have also been taking place with Mexico and Ecuador. The arrival in Trinidad this month of the Arab-owned Bank of Credit and Commerce International (BCCI), which has taken over the former Fernando-based Southern Finance Company, has fuelled speculation that Middle East sources of crude will also be explored.

On the bright side, production this year seems set to exceed the projected output figure of 178,000 barrels a day. If achieved, this would mean an upturn for the second year in succession.

Returns for the first quarter of 1985 show a figure of 175,700 barrels a day (a total of 15.8m barrels), and more recently production was running at 178,900 barrels a day. This compares with the 1984 output of 170,000 barrels a day.

However, these levels are significantly lower than those achieved in the late 1970s.

## Lower levels

Proven reserves at the end of 1983 stood at 489m barrels, probable reserves at 400m barrels.

There was an upswing in new drilling activity and well completions last year, representing the positive response of the oil companies to changes in the tax regime over the last two years, according to the Central Bank. The supplementary petroleum tax (SPIT) for land producers was reduced from 35 to 15 per cent of gross income in 1983 and by 5 per cent to 10 per cent for marine producers.

Mr Manning predicts a further improvement in production next year and expresses confidence about the prospects of tapping new land reserves. In 1984, the petroleum sector accounted for 85 to 90 per cent of the country's exports and oil contributed TT\$2.6bn to the central bank coffers.

The cash generated by the industry from 1974 to 1981 allowed the country to launch a revitalised industrialisation programme, centred at the Point Lisas complex in Southern Trinidad. Here the country's most abundant resource—natural gas—is utilised for the manufacture of fertilisers and methanol.

Mr Eldon Warner, chief executive of the Energy Company, the state enterprise body which provides a link to the private and foreign sectors for development projects, sees natural gas as the way ahead in the future. "It is the principal resource the country has," he said.

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## Trinidad and Tobago 4

## Exports continue to decline

Agriculture  
FIONA THOMPSON

TRINIDAD and Tobago has this year achieved its best sugar production for four years, an illusory gain that creates no realistic prospect of restoring the traditional crop to a leading place in the islands' economy.

It is no more than a momentary upturn in an unrelieved pattern of decline. Even Caroni, the state-owned enterprise, acknowledges that sugar will never be profitable and, while trade unionists express doubts about its future, the emphasis now is on maintaining the industry for social and political, rather than purely economic, reasons.

A decline for more than a decade has recorded declines in virtually every area, including the export crops of sugar, coffee, and citrus. The one bright spot is a reported upturn in sales of flavour cocoa.

Last year agriculture accounted for only 2.6 per cent of GNP, compared with 5.2 per cent in 1974. Trinidad, a net exporter of food in the 1960s, now imports 75 per cent.

Imports increased from TT\$114m (U.S.\$47.5m) in 1971 to TT\$900m in 1984, leading to pressure for protectionist measures. Mr Kamaluddin Mohammed, Minister of Agriculture, said last month: "If protectionist barriers are necessary to stimulate local production, they will be introduced."

Mr Mohammed attributes the decline in production to sky rocketing labour costs; the migration of large numbers of people from the countryside to the towns; depressed world prices; and the rising cost of essential supplies.

The sugar workforce, predominantly of East Indian origin due to the great influx of indentured labour during the 19th century, achieved wage parity with public-sector manual workers in the late 1970s, after subsisting for generations on low pay offset by social benefits. Between 1975 and 1983 unit labour costs in the sugar fac-

toes increased fivefold, in the fields threefold.

The Government's draft development plan for the period up to 1988 states: "In 1983, the price of sugar was TT\$915 per tonne in the EEC markets while the cost of production was TT\$4,500 per tonne."

The report suggests as its objective that output be reduced to the level of local consumption "plus a small margin for occasional exports to neighbouring countries."

In his budget speech earlier this year, Mr George Chambers, the Prime Minister, while acknowledging that the Government could not abandon the industry, said: "We must begin by conceding that, as a major export industry for Trinidad and Tobago at the end of the 20th century, sugar, as we know it, is dead."

The industry has swallowed up steadily increasing subsidies from the Government, rising from TT\$8.2m in 1976 to just over TT\$300m in 1983.

Production this year totalled 92,600 tonnes at midyear end of August, the best return since 1981. This apparent upturn is, according to Mr Frank Rampersad, chairman of Caroni, merely a return to stability after four disastrous years plagued by rains, and a spate of cane diseases.

The figure comes nowhere near the 1976 total of 203,000 tonnes. The downward spiral culminated in Trinidad's inability to meet its EEC quota of 75,000 tonnes which was cut

in 1983. It now stands at 44,500 tonnes and it is worthwhile for the country to import in order to support its bid for reinstatement. Trinidad is exploring the possibility of refining sugar for its partners in Caricom.

Mr Mohammed is hopeful that negotiations with the EEC will result in restitution of the quota. However, Mr Rampersad, asked what Trinidad could do to achieve reinvestment, replied: "Go down on our knees and beg."

This year the Government announced a major reorganisation of the industry, merging Caroni and the Orange Grove National Estate, another state-owned company.

The crucial aim is to achieve an annual production of 100,000 tonnes by 1987. Both the Government and Caroni dismiss reports that up to 8,000 jobs will go as a result of the changes, although the company concedes it could operate with only half the present 10,000 workers.

However, the scale of severance payments, the increased capital equipment costs and the social and political implications make such a move unattractive. Mr Rampersad believes a reduction of 1,500 to 2,000 is more realistic.

The Sugar and General Workers Union has submitted its own plans for the regeneration of the industry, proposing the sale of surplus land, to raise an estimated TT\$500m, and contracting out plant which now stands idle for seven months of the year.

## Union power blunted

Labour  
FIONA THOMPSON

THIS MONTH'S one-day national strike, called by the Trinidad and Tobago Labour Congress which has traditionally supported the ruling PNM party, is a symptom of the disquiet now felt by trade unionists. It comes at a time when their power has clearly been blunted. The action is directly linked to sugar workers' pay and the decision by Caroni, the state-owned sugar company, to appeal against a wage award granted by the country's industrial court. The settlement would cost TT\$147m.

Beyond that single issue there is a wider area of discontent. The labour movement, representing half the 450,000 workforce, has been feeling the pinch as Trinidad has been forced to come to terms with the recession.

Just as the oil industry led the climb to prosperity, giving rise to improved living standards, unchecked wage increases and a pervasive sense of optimism, so has it led the economic downturn.

Retrenchment has become one of the most used words in the Trinidadian vocabulary. One prominent trade union leader estimates that 20,000 to 25,000 jobs have gone since 1979, 10,000 alone in the past year.

Government officials indicate that unemployment is now running at a maximum of 14 per cent, a figure regarded as conservative by the unions, who say 20 per cent is more realistic. Wage restraint has also become an important issue.

The Government, the largest single employer, is steadily sticking to its 6 per cent offer to 85,000 public servants, in line with the Government's unstated incomes policy. The public employees, whose claim was based on a 40 per cent average increase, are still waiting for settlements after a year of negotiations.

The Government is in a powerful position because strikes are forbidden by law in the state sector.

There are also signs of unrest in the private sector where, most recently, there has been open confrontation at the Amalgamated Industries car assembly plant at Arima, in northern Trinidad. Workers were locked out last month in a dispute over the timing of severance pay for 323 employees due to lose their jobs at the end of June.

Trinidad's unions are divided between the majority and long-established Labour Congress and the Council of Progressive Trade Unions, formed in 1970 and spearheaded by the 16,000-strong Oilfields Workers Trade Union (OWTU).

Labour's lack of bargaining muscle was graphically exposed last year in a dispute with Texaco, before the government takeover, when all workers submitted an 80 per cent wage claim. The company responded with 5 per cent, which led to scenes of sporadic violence as the strike expanded to other areas, before the Government prevailed upon the company to raise its offer to 13 per cent.

and the OWTU ordered a return to work. A threatened general strike failed to materialise.

The official line voiced by ministers and senior civil servants — and echoed in company boardrooms — is that there is a crucial need for a change of attitude to meet the constraints caused by recession. But union leaders claim that all the onus is being put on the workforce. They complain about an absence of consultations and insist that a change of management attitudes is also required.

Mr George Weekes, president general of the OWTU, said that the Government had missed a golden opportunity by failing to appoint labour representatives to the board of the state-owned oil company, Trintoc, after the Texaco acquisition.



Mr George Weekes, president general of the OWTU: golden opportunity missed by the Government

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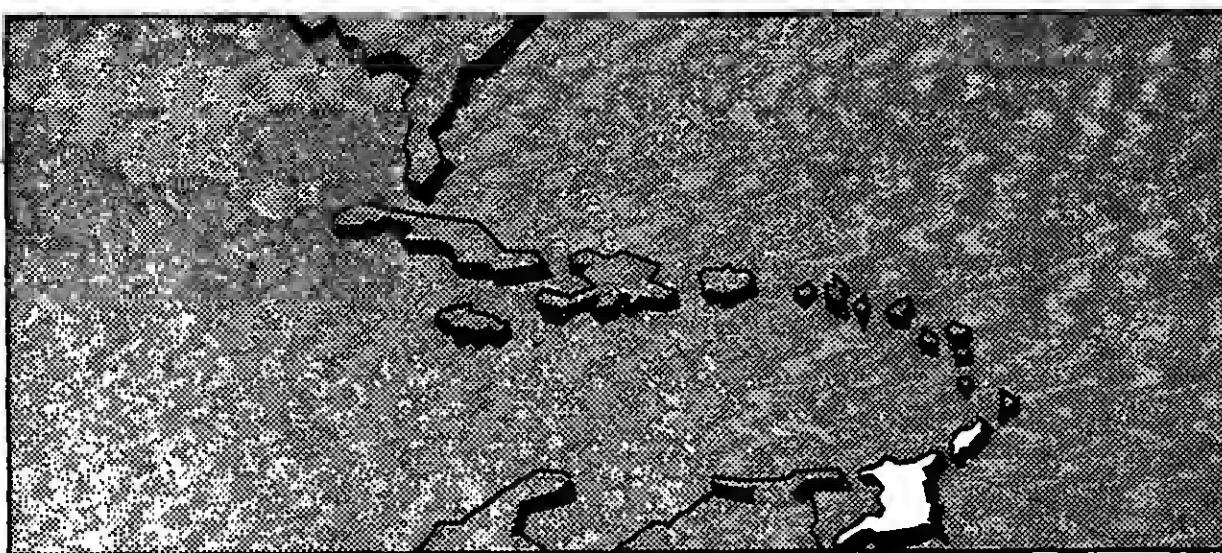
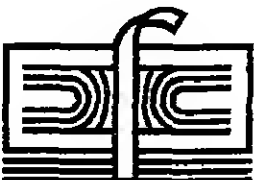
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## Trinidad and Tobago 5

## A more painful environment

## Private industry

CANUTE JAMES

**ECONOMIC CHANGES** in Trinidad and Tobago over the past three years have forced the private sector into a sharp change in nature and outlook.

In the boom years of the 1970s, when increasing income from oil created an overheated economy, the business community thrived on very high demand. There was little attention to exporting as local demand could not be satisfied.

"If something was properly packaged, it had a market," says Mr Leonard Hackshaw, president of the chamber of industry and commerce.

The sector's activities are concentrated on light industries ranging from motor car assembly, through food processing and packaging, to garments.

"We are now working to reorient the manufacturing sector from its concentration on import substitution to greater emphasis on exporting," said Mr Clive Teelucksingh, general manager of the Trinidad and Tobago Manufacturers' Association.

Mr Hackshaw says the change has started, but that it has been a "painful process" for many companies. "This is a new environment for business, and there has been a shakeout which has affected many companies," he explains.

Despite this, the Government is expecting the private sector to change course and help shore up foreign earnings through the concentration on exports.

"There is clearly a need for this increased role in the economy by the private sector," says Mr Wendell Mottley, the industry and commerce minister.

"The sector may not be able to meet these expectations in the short term, but it can certainly do so in the longer term."

Some business leaders complain that they are now being asked to stand in for the dragon that had tried to slay them. In the years of high earnings from oil, they argue, official concentration was on the petroleum sector and on the smokestacks of heavy industry. In emerging from that shadow, they say, they will need time, and government help, to find their feet.

According to the Central Bank, manufacturing, which has been falling since 1981, declined by 8.6 per cent last year. The distributive trades, thanks to high demand, continued their growth up to 1982, but fell by 18.1 per cent last year because of a reduction in real income.

"Much depends on the capacity of the private sector export," says Mr Mottley. "And we are stressing exports. We have recently created an Export Development Corporation which is creating the ground for increasing exports in the 1990s."

The effort was being aided, the minister said, with export credits, export insurance and tax grants.

Given its recent history, the private sector has, understandably, taken time to find its feet.

"The business community has been slow to respond to the new challenges," says Mr Mottley. "It has to go through a process of learning which it must do in order to take advantage of the benefits offered by

the LOME convention and the Caribbean Basin Initiative.

The LOME convention is a trade and aid agreement between the European Community and several developing countries, which allows preferential entry to the EEC market. The Caribbean Basin Initiative is a U.S. trade programme which allows designated countries to ship a range of goods duty free to the U.S. for 12 years.

The business community believes it can meet the new challenges.

"We have started to become more efficient," says Mr Hackshaw. "We have started to become more competitive and more productive now that we are back to reality."

## Joint ventures

In this search for new directions for Trinidad and Tobago's business community, there is a concerted effort to obtain foreign partners in joint ventures.

"One of the aims of the tour of the prime minister and business leaders to Europe and the Far East is to prepare the ground for joint ventures with partners who have technology and access to markets," Mr Mottley explains.

Mr Teelucksingh agrees that there is the need for new investment with foreign partners, as there was a demand for capital inflows through foreign equity participation in local business.

Government and business leaders are convinced that Trinidad and Tobago offers good prospects for foreign investors.

"This country is cost competitive in production," says Mr Mottley. "But there is little chance of us being competitive in operations which depend on cheap labour."

The fact that the country

has sound infrastructure and cheap energy is regarded by the business leaders as an incentive for prospective foreign partners. They are, however, asking for the Government to remove some built-in disincentives.

"We would like to see a reduction in the level of bureaucracy and red tape in many agencies, including the industry and commerce ministry and the Central Bank," says Mr Teelucksingh.

Mr Hackshaw agrees that the bureaucracy is a problem, and adds that there is also a need for the revision of the corporate and personal tax structures "...which are disincentives to productivity."

"The Government must now also be clearer on just what it wants of the private sector—what joint ventures it is interested in and what areas it wants the local business community to concentrate on."

For businessmen who need help, the Industrial Development Corporation is standing ready armed with a range of incentives for new projects.

"The corporation can grant duty free concessions and tax holidays to 'businesses,'" explains Mr Jack de Lima, chairman of the IDC.

"We are in charge of encouraging new industry in Trinidad, including Tourism, and we have been given the go ahead to build tourist hotels."

Mr de Lima says the efforts of the private sector to come to terms with the new economic situation were being aided by the IDC through its factory shell programme and a loan programme for small businesses.

"There are clear signs that food processing is emerging as one of the brightest sectors of the economy. There is much that the private sector can do in food processing."

## Foreign interest in joint ventures

## Heavy industry

CANUTE JAMES

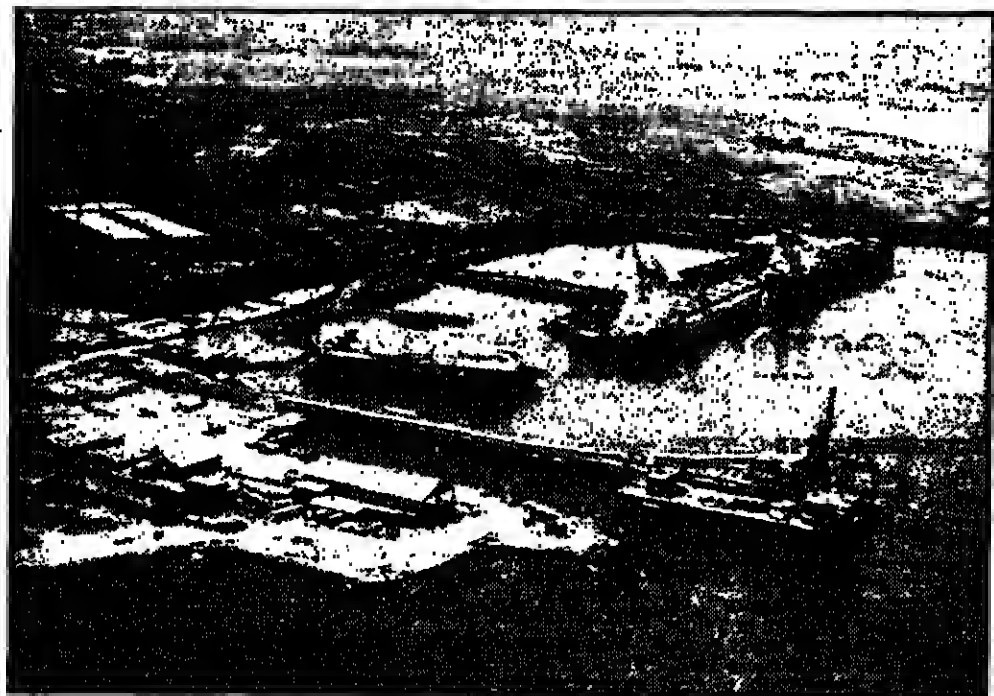
IN AN effort to broaden the base of its oil dependent economy, Trinidad and Tobago is taking an ambitious leap into heavy industry. Cheap domestic gas is being used to fire a range of petrochemical plants and a steel mill.

The results have been mixed, but according to Mr Wendell Mottley, the industry minister, there is significant and growing interest from several large foreign companies keen on joint ventures with the Government and local business to build more plants.

"Our investment in heavy industry has been made with long-term objectives," says Mr Mottley. "It is impossible for this sector to reduce significantly our dependence on oil in the short term."

The country's experience in heavy industry is not new, petroleum products have become increasingly important to the economy. The centre of the new effort is a 2,000 acre industrial estate at Point Lisas in southern Trinidad, which is home to two ammonia plants, facilities for producing methanol and urea, and the steel mill.

The flagship of the effort is the steel mill, the Iron and Steel Company of Trinidad and Tobago (ISCOTT). The plant has had a short and financially painful history, but has been given a new lease of life with an agreement in principle by two U.S. companies to manage it in a joint venture with the



Point Lisas in Southern Trinidad, where a 2,000 acre industrial estate is the focal point of new investment in heavy industry

## Government

The state-owned mill began operations in 1981 with two direct reduction plants with a combined capacity of 900,000 tonnes per year, and with rated annual output of 700,000 tonnes of billets and 600,000 tonnes of wire rods.

Built at a cost of TT\$1.1bn (U.S.\$458m) the mill secured a foothold on the U.S. market, and in 1982 shipped 56,000 tonnes of wire rods, becoming

the third largest foreign supplier to the U.S.

Charges of dumping, made by five U.S. steel companies, lost ISCOTT the market. The plant's financial problems started soon after, with losses of TT\$259m in 1982 and TT\$223m in 1983, when the Government provided subsidies of TT\$139m.

The losses led the Government to establish a Cabinet committee to study the mill's future. It recommended that efforts be made to find a foreign partner to manage the plant.

It is this search which ended with an agreement by the Trinidad and Tobago Government with Bechtel Operating Services of California and Laclede Steel Company of Missouri to create an operating company to lease, manage and operate ISCOTT.

The Government is to hold a 60 per cent stake in the venture, will provide working capital, and will continue to be responsible for the mill's liabilities. The remaining 40 per cent holding is shared by the two companies.

The Information Minister said that it was expected "that the new company will begin generating positive earnings within the second year of its operations."

The problems of ISCOTT have tended to overshadow the performance of the other plants which are part of the new effort at industrialisation.

W. R. Grace of New York is doubling the capacity of the 400,000 tonne per year ammonia plant in which it has a 48 per cent stake, with the Government holding the marginal majority interest. The Government is expecting revenues of ITT \$2.5bn during the 15-year operational life of the expanded facility. The plant, Tringen, was brought on stream in 1977, but W. R. Grace's involvement in Trinidad's petrochemicals goes back to the 1950s, since when ITT has been operating another chemical company.

The second ammonia plant, Fertin, on the industrial estate, started production in 1981, and

has a rated capacity of 750,000 tonnes per year.

The Government holds a 51 per cent stake in the plant, in partnership with the Amoco Oil Company in Chicago, a subsidiary of the Standard Oil Company (Indiana).

Government officials say the ammonia plants have been producing at close to rated capacity, and have made Trinidad and Tobago second only to the Soviet Union as a producer of ammonia.

The urea facility at Point Lisas is wholly owned by the Government, the plant, built by Snamprogetti of Italy, has a rated capacity of 1,800 tonnes per day. Production started in 1983, and totalled 163,000 tonnes last year.

## Asian markets

January to June output this year is just under 155,000 tonnes, and the increase is the result of new markets in Asia. A contract with China for 40,000 tonnes was followed by one with India for 600,000 tonnes. Agreement on another 60,000 tonne supply contract was reached with India last week.

The Point Lisas estate is also home to a 450,000 tonne per year methanol plant, owned by the Government and built by the Toyo Engineering Company of Japan. Production last year was 239,776 tonnes, and is running 40 per cent higher this year.

Plans for further expansion of the industrial estate with the construction of an LNG plant and an aluminium smelter have been shelved.

"Trinidad has been identified as a major location for petrochemical industries because of its relatively cheap gas," says Mr Mottley. "Those new projects we are contemplating will most likely be joint ventures, and some will involve local private investors."

He said that while the Government controlled the heights of the economy, efforts were being made to get the local business community to become involved as partners in heavy industry.



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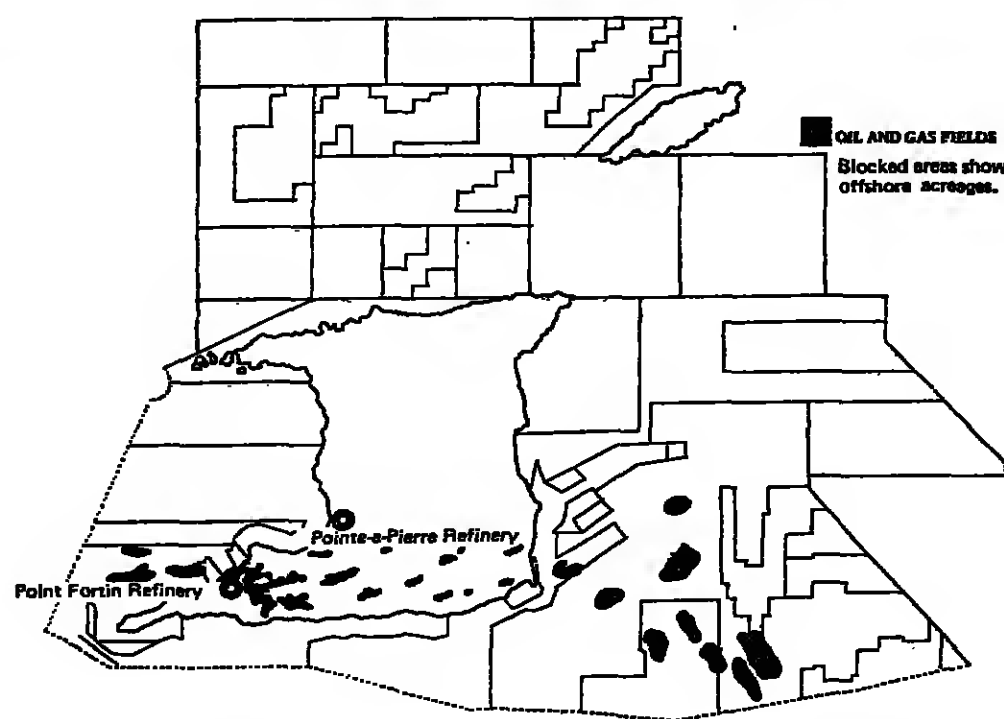
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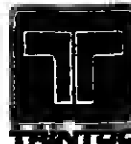


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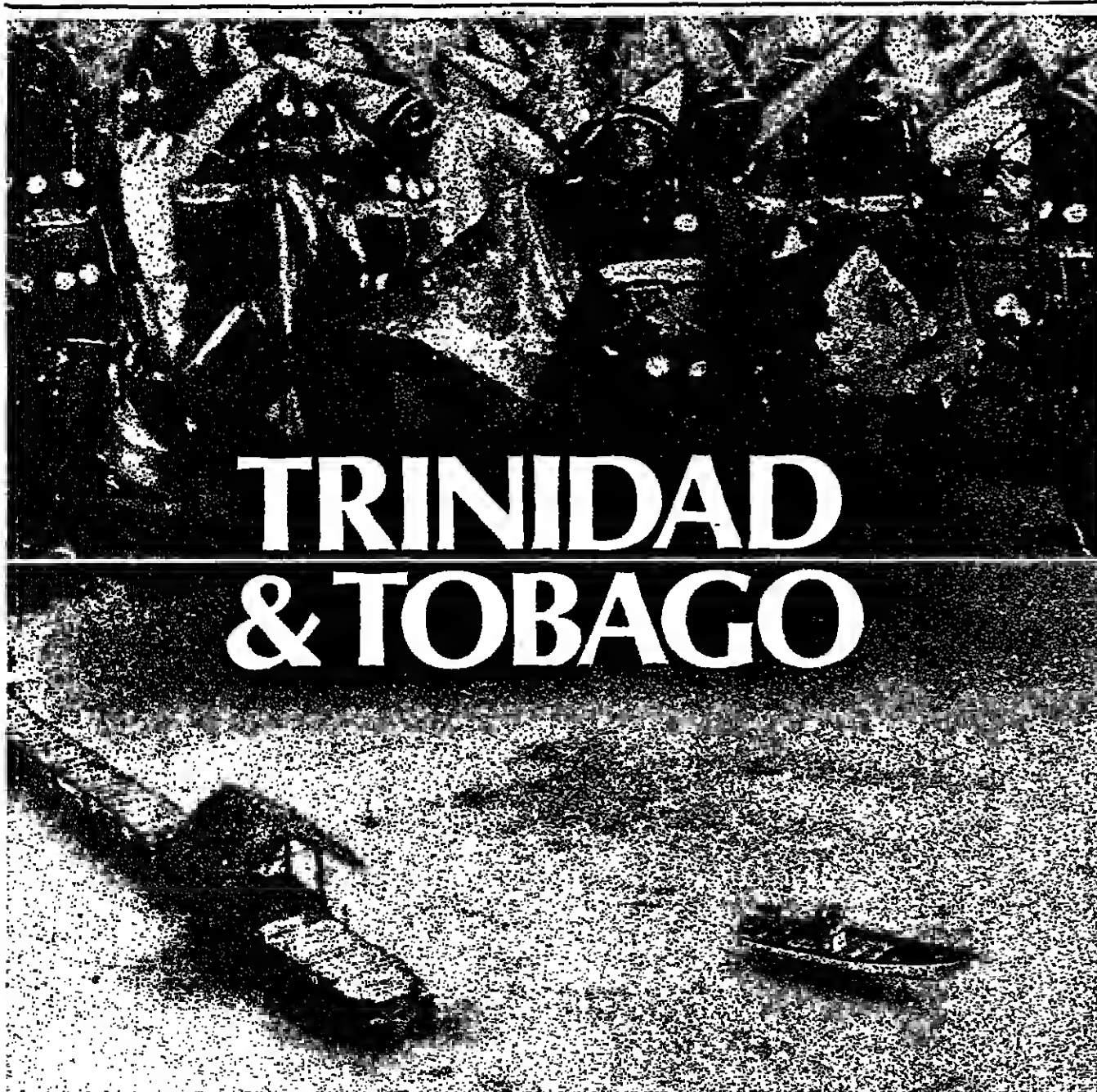
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## Trinidad and Tobago 6

### Higher priority for dollar earner

#### Tourism

FIONA THOMPSON

TRINIDAD AND TOBAGO is coming to terms with the need to develop tourism as a foreign exchange earner. Unlike its Caribbean neighbours, the republic, for reasons of ideology and from a position of relative comfort provided by oil revenues, has for most of the time since independence, been happy to remain aloof and off the tourist track.

The Government, in its outline development plan for 1983 to 1988, reflects the political sensitivity of the issue, noting the view of opponents of tourist growth who argue that it constitutes "a rape of the natural patrimony and the perpetuation of a form of servility inappropriate in the post-colonial period."

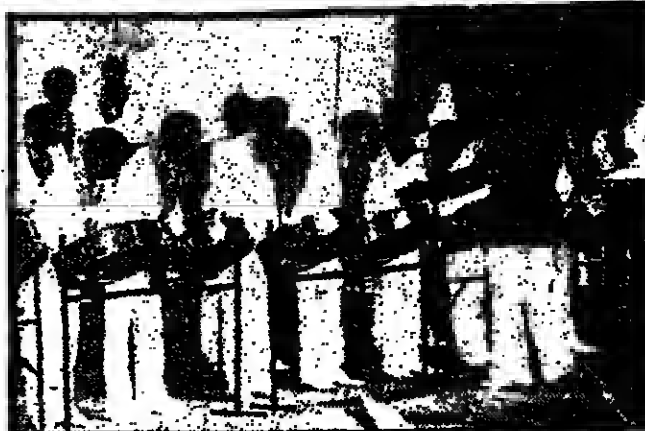
The country now, however, has to overcome that reserve and persuade its people that if they want to accept tourist dollars they must also accept some — if not all — of the implications of a tourist industry.

Mr George Chambers, the Prime Minister, last month announced that tourism had been accorded high priority and committed his Government to planned development of the market. Incentives for development include tax and import duty exemptions.

In the different economic climate, it is now accepted that there are benefits to be gained. Apart from foreign exchange, there is also the prospect of increased employment in the food production and service sectors, in the construction industry and in much needed improvements of the infrastructure. Tourism contributed an estimated TT\$48.7m to the economy in 1983, representing 3 per cent of GNP.

According to Mr Ian Bertrand, managing director of the wholly government-owned airline BWIA, people are trying to change their approach to tourism and are seeking to adopt a positive attitude.

"We are doing as well as can be expected. I think we've got an economic and intellectual acceptance of tourism. The struggle now is over the emo-



Calelli in concert, one of Trinidad's famous steel bands. Below: a traditional carnival scene.



tional response," he said.

This aspect is crucial and not to be underestimated. Success or failure of the government's attempt to boost tourism depends upon it.

The indifferent performance of the sector is reflected in figures from the Government's Central Statistical Office. In 1980, there were 199,320 arrivals but of those only 38,149 were hotel holiday visitors; in 1984 the number taking hotel holidays had dropped to 20,750 — although there was a reported upturn in total incoming visitors.

The drop has been more dramatic in the cruise ship business, badly hit at the end of the 1970s by outbreaks of yellow fever which caused the cruise lines to shy away from Trinidad and Tobago. The CSO

figures for 1978 show 86,000 passenger arrivals. In 1980, after widespread cancellations, the figure had plunged to 3,972. The first six months of 1984 saw a slight climbback with 4,233 arrivals.

The islands have also been handicapped by the fact that in Tobago, without doubt the more attractive destination for holidaymakers — there are no berthing facilities for liners. Cruise passengers do not appear to take kindly to being set ashore by tender.

There are plans for a deep water harbour at Tobago's capital, Scarborough, where work on the TT\$12m project is to start in November for completion in 1988.

Another TT\$24.2m is being spent to resurface the runway and build a new terminal at

Tobago's Crown Point airport. The work is essential to BWIA which now is limited to a single weekly direct flight from Miami to Tobago. The improvements will mean that the airline can expand its direct DCS services.

Eventual extension of the runway will make it possible for BWIA's wide bodied TriStar jets, used on the long haul routes, from Canada, the UK and New York, to fly directly to Tobago rather than to Port of Spain as now.

BWIA's problems are further exacerbated by an ongoing row with the British Government over landing rights at Heathrow on flights from other Caribbean islands which have designated BWIA as their national carrier.

BWIA's airbridge provides frequent daily flights from Trinidad to Tobago, a 12-minute trip costing TT\$75 return.

The Government also recognises the urgent need to provide more hotel rooms. In 1983 there were only 2,000 hotel beds and just over 300 guesthouse places available on the twin island.

Much hope is pinned on Tobago, where, by repute, Robinson Crusoe was cast ashore. Projects there include a luxury hotel/condominium centre at Rocky Point, on a site owned by the Industrial Development Corporation. That scheme and a second project to build a holiday resort complex on privately owned land of Minister Point will together provide 400 new rooms.

In addition, a TT\$3m fund was established last year to be administered by the IDC, the Tourist Board, the Development Finance Company, and the Trinidad and Tobago Hotel and Tourist Association, for the rehabilitation of existing hotels in Tobago.

The beautifully-placed Turtle Beach Hotel on Tobago's Great Courland Bay, a recent beneficiary of DFC cash, exemplifies the success of this venture.

Trinidad and Tobago, traditionally known by visitors chiefly for carnival, calypso and cricket, is determined to arrive on the tourist map — but on its own terms.

BWIA's Mr Bertrand said: "I would want the steel band men to continue to explore the far reaches of the pan rather than always play 'Rum and Coca Cola'."

## Society of true cosmopolitans

#### Culture

FIONA THOMPSON

The "Imperial Amalgam" of races brought together in Trinidad and Tobago is, apart from language, the single most abiding colonial legacy left to the independent Republic. The racial mixture and all the resulting cultural, religious and social distinctions, are indelible.

It cannot be easy to achieve harmony in a nation of about 1.3m where the two major ethnic groups are of black African and East Indian origin, the latter now believed to be edging into a majority. The population is topped up with significant groups of European, mixed, Chinese, Lebanese and Syrian descent.

Any society must be truly cosmopolitan that marks as public holidays Christmas Day, Eid-ul-Fitr, the Moslem celebration at the end of Ramadan, and Diwali, the Hindu Festival of Light. This is a country of cricket and calypso, of the Hindu Pundit and the church of the Open Bible, of Indian dances performed to hand drums and small cymbals, and of Panyard where the steel orchestras rehearse at full volume and pace on carefully tuned oil drums, an instrument created in Trinidad in the late 1890s.

It is not surprising that a degree of tension exists between the two main racial groups. The surprise is, perhaps, that for the most part the different races rub along together. That is the country's policy, expressed in the national anthem: "Here every creed and race find an equal place."

Tension which does arise appears to be cyclical and linked to major political events. When elections — and the interests of the different ethnic populations — are being contested, some of the normally unspoken prejudices seem to come to the surface.

There certainly are layers of prejudice. But the usually articulate and highly literate people of Trinidad and Tobago find it better, for the most part, that the prejudices should remain private and not openly expressed. The black power unrest of 1970 is an uncomfortable memory.

Harmony appears to have its cycles as well. The annual spectacle of Carnival the most extravagant in the Caribbean, transcends any racial divides. Each year just before Ash Wednesday, the "mas parade" brings a feeling of warmth and cheerful abandon to the whole com-

munity. At other times the country shares in the pointed humour of its calypsonians who keep up a running musical commentary on current affairs.

The best known today is the Grenada-born Mighty Sparrow, celebrated for his calypso, Capitalism Gone Mad.

The unique racial mix of Trinidad is wholly due to its history and the demand from its former colonial masters for imported labour. The Spanish first exploited native Indian labour and then introduced African slaves in the 17th century.

By the time the British took Trinidad in 1797, at the cost of only one Spanish soldier's life, the abolitionist movement had gathered momentum. The slave trade was abolished in 1807 and slavery itself in 1833.

In Trinidad, the persisting demand led to the introduction of immigrants from China and Madeira. Far more were brought from British India. Between 1833 and 1817 when the indentured labour system was abolished, about 145,000 Indians were shipped to Trinidad.

V. S. Naipaul, the Trinidad-born author who has traced the island's colonial history, says, "in the Trinidad countryside, they created a simple rural India. They were an aspect of the colony. The colony became an imperial amalgam, the empire in little."

Many of the Indians remain in the rural areas. The sugar industry which they were brought across the world to serve, is still very largely an Indian occupation. The islands have predictably an abundance of Indian merchants.

The negro population, has its strongholds too. The police, the oil industry and — overwhelmingly — the army are all dominated by the African ethnic group.

The East Indians, whose political leaders have remained in opposition since independence seem to regard themselves as the more hardworking and relatively less privileged. Their cultural conservatism, in turn, appears to irritate the Afro-Trinidadians.

A heated debate has been taking place recently in newspaper correspondence columns, over the issue of the small amounts of air time devoted to Indian culture, by the state-owned television station.

In that case the row revolved around an opposition group politician Mr Surujrattan Ramdasch who first aired the question. He was quickly in trouble — not because he was wrong, but because he mentioned it at all.



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